MISSISSIPPI STATE PERSONNEL BOARD
OFFICE OF TRAINING

CATALOG OF
TRAINING OPPORTUNITIES

JANUARY - JUNE 2005

301 NORTH LAMAR STREET, SUITE 100
ROBERT G. CLARK, JR. BUILDING
JACKSON, MISSISSIPPI 39201-1495
PHONE (601) 359-2758 ♦♦ FAX (601) 576-5028

♦♦♦♦♦♦♦♦♦♦♦♦

116 MARKETRIDGE DRIVE
RIDGELAND, MISSISSIPPI 39157
PHONE (601) 957-1656 ♦♦ FAX (601) 957-7760

http://www.spb.state.ms.us

MISSISSIPPI STATE PERSONNEL BOARD

Greetings and Happy New Year MS Government Workforce!

On behalf of the State Personnel Board Office of Training I am proud to present our Catalog of Training Opportunities for January - June 2005.

The Office of Training staff has worked hard on making improvements to the design and organization of this catalog in an effort to make it more "user friendly" for our customers. Some changes have been made as to where information is located, such as all forms now can be accessed on the SPB Website.

The Office of Training offers a broad array of professional development courses, listed on pages 12-14, all of which are approved elective courses for either the Certified Public Manager Program or the Administrative Support Certification Program. As professional development opportunities these courses can be scheduled on an individual basis for any agency at any time to address specific agency training needs. Descriptions of these courses are also included in this catalog.

Courses can also be developed to meet agency specific training needs if they are not already offered by the Office of Training. A valuable service provided by the Office of Training for agencies, when needed, is assistance in identifying agencies' training needs and training services.

Our training programs have been developed and designed specifically for you as public service employees and it is our first goal to ensure that you are getting the training you need in order to be more effective and efficient in your jobs.

Please continue to provide us with your feedback and let us know how we can meet your training needs. I look forward to seeing all of you in our training sessions this semester!
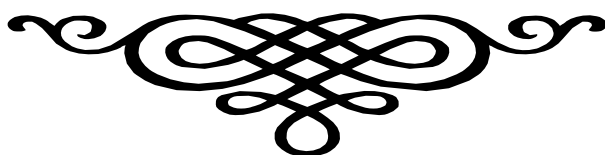
With warm regards,

Lesly Lloyd
Assistant State Personnel Director
Office of Training

TABLE OF CONTENTS

GENERAL
INFORMATION

COMPREHENSIVE TRAINING INFORMATION

In addition to the current training schedule, you can now access course descriptions and registration forms on-line at SPB's website: www.spb.state.ms.us. Click on " SPB Training Courses, Certification Information, Class Offerings And Dates. Other information available through this site:

- **g** Schedules for the Administrative Support Certification Program (ASCP), the Basic Supervisory Course (BSC), and the Certified Public Manager (CPM) Program
- **g** Individual Development Training Plan form
- **g** Form for use in requesting an onsite course (Agency Sponsored Course form)
- **g** Special Events

SPB TRAINING SERVICES

The State Personnel Board Office of Training is responsible for assisting state agencies in improving the productivity, effectiveness, and efficiency of state employees through the coordination and provision of appropriate training and development programs. This training schedule is designed to assist agencies in recognizing and identifying their training needs and to help them meet those needs. Other services offered by the Office of Training, which are intended to assist agencies in moving from awareness to action include:

- Technical Assistance in all aspects of training.

  Needs Assessment   Planning a Training Program
  Conducting Successful Training   Training Evaluation
  Developing a Comprehensive Training Plan

- Information and referral service on available training/staff development resources.

- Operation of the Mississippi Certified Public Manager (CPM) Program, the Basic Supervisory Course (BSC), and the IPMA Developing Competencies for HR Success which provide management and human resource training for public sector employees.

- Operation of the Administrative Support Certification Program (ASCP) which provides comprehensive ongoing training to staff who support governmental agencies.

- Quality training sessions on topics of identified need offered at a reasonable cost and available onsite or at regional locations throughout the state as feasible.

- Training on Mississippi's Performance Appraisal Review (PAR).

- Training on MS State Personnel Quality Workforce Initiative.

OFFICE OF TRAINING

STATE PERSONNEL BOARD

301 North Lamar Street
Robert G. Clark, Jr. Building
Jackson, MS 39201
Fax: (601) 576-5028
www.spb.state.ms.us

ASSISTANT STATE PERSONNEL DIRECTOR
LESLY LLOYD, CPM
Ph: (601) 359-2722
Email: llloyd@spb.state.ms.us

ADMIN. ASSISTANT	**TRAINING FUND MANAGER**	**PUBLIC INFO. COORD.**
MALIKA LOGAN	*STEPHANIE BRADSHAW*	*MARK BRICKEY*
Ph: (601) 359-2758	Ph: (601) 359-2747	Ph: (601) 359-4115
Email: mlogan@spb.state.ms.us	Email: smcblair@spb.state.ms.us	Email: mbrickey@spb.state.ms.us

ggggggg SPB TRAINING CENTER ggggggg
116 Marketridge Drive
Ridgeland, MS 39157
Fax: (601) 957-7760

MANAGEMENT TRAIN. DIR.	**ADMIN. ASSISTANT**	**OFFICE ASSISTANT**
RONNA OWENS, CPM, IPMA-CP, PHR	*ANGELA ARMSTEAD*	*STEPHANIE ROBINSON*
Ph: (601) 957-8722	Ph: (601) 957- 1656	
Email: rowens@spb.state.ms.us	Email: aarmstead@spb.state.ms.us	

BSC COORDINATOR	**BSC ADMIN. ASSISTANT**	**ASCP COORDINATOR**
DIANNE MACON, CPM, IPMA-CS	*RASHAUNDRA JACOBS*	*JULIA SUMMERS, CPM*
Ph: (601) 957-8724	Ph: (601) 957-1554	Ph: (601) 957-0634
Email: dmacon@spb.state.ms.us	Email: rjacobs@spb.state.ms.us	Email: jsummers@spb.state.ms.us

CPM PROGRAM DIRECTOR	**CPM PROGRAM COORDINATOR**
SHELLY SMITH, CPM	*SHONDRA HOUSEWORTH, MBA*
Ph: (601) 957-1419	Ph: (601) 957-8723
Email: shelly@spb.state.ms.us	Email: shouseworth@spb.state.ms.us

PROFESSIONAL DEVELOPMENT COURSES
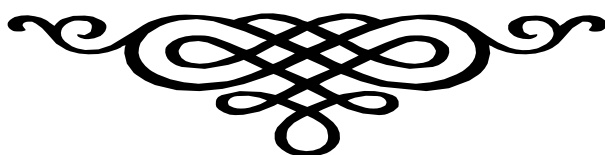
PROFESSIONAL DEVELOPMENT COURSES

Instructors

Linda Ross Aldy
601.853.3942
Laldy1@aol.com

Becky Baum, CPM
601.352.9448
becky@thewhittengroup.com

Marilyn Beach, Ph.D.
601.506.0148
marilyn@mashweb.org

Rob Benson
601.992.9337
rbenson@firststepstraining.com

Robert (Bob) S. Boothe, Ph.D.
601. 266.1306
robertboothe@comcast.net

Don Buffum, CPPO, CPM
601.359.2896
dbuffum@dfa.state.ms.us

Nikki Butler, CPM
601.359.9359
nbutler@mississippi.org

Ann Homer Cook, Ph.D.
601.952.0515
ahcook.@bellsouth.net

Patsy Cook
601.373.3480
pcook@jam.rr.com

Amy Eifling
601.829.9342
aeifling@aspireinc.biz

Marianne Gaudin, CPM
601.668.9798
mcgaudin@earthlink.net

Joe Goff, J.D.
601.359.7843
Jgoff@mdot.state.ms.us

David Hayes
601.898.4343
DLPhayes@aol.com

Brenda Hiatt
601.482.7094
bhiatt@phassociates.net

Lynda Hunsicker, CPM
601.829.9342
aspireinc@bellsouth.net

Glenda Lester, Ph.D.
601.432.6775
glester@ihl.state.ms.us

Cille Litchfield, CPM
601.359.1433
litchc@dfa.state.ms.us

Lesly Lloyd, CPM
601.359.2722
llloyd@spb.state.ms.us

Boty McDonald, J.D.
601.713.1961
boty@netdoor.com

Joann Mickens
601.981.5229
mgmt1st@aol.com

William Morehead, CGFM, CPA
662.846.4004
billymorehead@bellsouth.net.

Deanne Mosley, J.D., CPM
601.352.2300
mosleyd@phelps.com

Randall Robbins, Ph.D.
601.925.3416
rrobbins@mc.edu

Chuck Sampson
601.605.6619
c_sampso@bellsouth.net

Renee' Scales, CPM
601.853.1585
rmscales@jam.rr.com

Elizabeth Semko, Ph.D.
601.979.1138
esemko@jam.rr.com

Shelly P. Smith, CPM
601.957.1419
shelly@spb.state.ms.us

Jan Walker, CPM
601.832.6124
jwalker11@jam.rr.com

Amy Whitten, J.D.
601.352.9448
amy@thewhittengroup.com

Administrative Staff

Angela Armstead
Administrative Assistant
Phone: 601.957.1656
aarmstead@spb.state.ms.us

Fax: 601.957.7760

Mission Statement
Professional Development Courses are classes that are designed to support state government by providing topics that enhance efficiency and effectiveness in the development of one of the most critical resources: Human Resources. Professional Development provides open-enrollment topics which provide information and skill development for managers, supervisors and support staff. The topics provide credit in the following areas: Administrative Support Certification Program (ASCP), Certificate in Supervisory Management (CSM), Certified Public Manager (CPM), and Continuing Education Units (CEUs).

Registration Information
All registrations should be made as far in advance of the course start date as possible, as each course is filled on a first-come, first-serve basis. **Agencies will be billed for registrants unless cancellation is received ten (10) days prior to the course start date**. Substitutions are allowed up to the start of the course (*advance notice requested*). Written confirmation will be sent to all students 7-10 days prior to course date. If you do not receive confirmation/cancellation notice, please call 601-957-1656.

Location of Training
Professional Development Courses are regularly scheduled at the SPB Training Center, 116 Marketridge Dr., Ridgeland, MS 39157. Any of the required electives can be brought onsite to your agency. If you would like to have any of the electives brought to your agency, please call Lesly Lloyd for more information.

PROFESSIONAL DEVELOPMENT COURSES
JANUARY – JUNE 2005

DATE	COURSE TITLE	TIME	COST	CPM	ASCP
JANUARY 4	How to Manage Multiple Priorities (MDOT Agency Sponsored Only)	8:30 -4:30	$69	*6	˜˜ 6
5	Rights and Responsibilities (MDOT Agency Sponsored Only)	8:30 – 12:00	$49	*3	˜˜ 3
5	Stress Management (MDOT Agency Sponsored Only)	1:30 – 5:00	$49	*3	˜˜ 3
5	ABC's and 123's of Public Purchasing in MS	1:00 – 4:00	$49	**3	--
6	ABC's and 123's of Public Purchasing in MS	9:00 – 12:00	$49	**3	--
6	Advanced Cultural Diversity (MDOT Agency Sponsored Only)	8:30 - 4:30	$79+	*6	˜˜6
11	Certified Public Manager Program Orientation (*only for participants in the Certified Public Manager Program*)	9:00 – 11:30	No Cost	--	--
11	ABC's and 123's of Public Purchasing in MS (**Open Session**) South MS Regional Center Location	1:00 – 4:00	$49	**3	--
12	ABC's and 123's of Public Purchasing in MS (**Open Session**) South MS Regional Center Location	9:00 – 12:00	$49	**3	--
19	ABC's and 123's of Public Purchasing in MS (**Open Session**) MSU Campus, CAVS Seminar Room, Thad Cochran Research Park	9:00 – 12:00	$49	**3	--
19	ABC's and 123's of Public Purchasing in MS (**Open Session**) MSU Campus, CAVS Seminar Room, Thad Cochran Research Park	1:00 – 4:00	$49	**3	--
FEBRUARY 1	Advanced Writing for the Certified Public Manager Program	8:30 – 4:30	$169+	**7	--
2	Certified Public Manager Project Workshop (*only for participants in the Certified Public Manager Program*)	9:00 – 11:30	No Cost	*2	--
10	Time Well Spent	8:30 - 4:30	$69	*6	˜˜˜6
15	Motivation/Burnout (MDOT Agency Sponsored Only)	8:30 – 12:00	$49	*3	˜˜˜3
15	Dealing with Difficult Customers (MDOT Agency Sponsored Only)	1:30 – 5:00	$59+	*3	˜˜˜3
16	Public Records Management (MDOT Agency Sponsored Only)	8:30 – 12:00	$49	*3	˜˜˜3
16	Positive Work Environment (MDOT Agency Sponsored Only)	1:30 – 5:00	$49	*3	˜˜˜3
17	Time Well Spent (MDOT Agency Sponsored Only)	8:30 - 4:30	$69	*6	˜˜˜6
22 – 24	The 7 Habits of Highly Effective People	8:30 – 4:30	$215+	**18	--
MARCH 1	Overview of Government Processes	8:30 -12:00	$49	*3	˜ 3
1	Cultural Diversity	1:30 – 5:00	$49	*3	˜ 3
2	Writing Advantage:"Achieve What Matters Most with Successful Communication"	8:30 - 4:30	$169+	--	˜ 7

˜ ASCP Level I Elective   *CPM Program Open Elective Credit (Levels I-III)
˜˜ ASCP Level II Elective   **CPM Program Selected Required Elective (Levels IV-VI)
˜˜˜ ASCP Level II Elective   +Cost includes book or instrument

DATE	COURSE TITLE	TIME	COST	CPM	ASCP
March 15	Overview of Government Processes (MDOT Agency Sponsored Only)	8:30 -12:00	$49	*3	˜ 3
15	Cultural Diversity (MDOT Agency Sponsored Only)	1:30 – 5:00	$49	*3	˜ 3
15	Public Records Management	8:30 – 12:00	$49	*3	˜˜˜ 3
15	Positive Workplace Environment	1:30 – 5:00	$49	*3	˜˜˜ 3
16	Writing Advantage:"Achieve What Matters Most with Successful Communication" (MDOT Agency Sponsored Only)	8:30 - 4:30	$169+	--	˜ 7
16	Motivation/Burnout	8:30 – 12:00	$49	*3	˜˜˜ 3
16	Dealing with Difficult Customers	1:30 – 5:00	$59+	*3	˜˜˜ 3
15 16 17	**ELECTIVES CLUSTER II** g Leadership Strategies for the Public Sector g The Legal Rights & Responsibilities of Public Managers g Emotional IQ: The New Yardstick in Leadership Development	 8:30 – 4:30 8:30 – 4:30 8:30 – 4:30	$150 $79+ $69 $69	 **6 **6 **6	 -- -- --
28	Time Well Spent	8:30 - 4:30	$69	*6	˜˜˜ 6
30	Effective Use of Electronic Presentations	8:30 - 4:30	$69	*6	
APRIL 11	How to Manage Multiple Priorities	8:30 -4:30	$69	*6	˜˜ 6
12	Rights and Responsibilities	8:30 – 12:00	$49	*3	˜˜ 3
12	Stress Management	1:30 – 5:00	$49	*3	˜˜ 3
13	Advanced Cultural Diversity	8:30 - 4:30	$79+	*6	˜˜ 6
13	Certified Public Manager Program Orientation *(only for participants in the Certified Public Manager Program)*	9:00 – 11:30	No Cost	--	--
18 – 21	**CPM SPECIAL ELECTIVE SESSION AT LAKE TIAK O'KHATA, LOUISVILLE, MS** g Using DiSC Dimensions of Behavior for Management Success g Using Competencies to Hire and Develop Star Performers g The Intergenerational Workplace g Management of Multiple Priorities g Protecting Your Agency's Assets g Practical Strategies for Public Communication First preference is given to CPM participants in Levels IV – VI. Please contact Shelly Smith at (601) 957-1419 for details.	TBA	TBA	**30	--

˜ ASCP Level I Elective   *CPM Program Open Elective Credit (Levels I-III)

˜˜ ASCP Level II Elective   **CPM Program Selected Required Elective (Levels IV-VI)

˜˜˜ ASCP Level III Elective   +Cost includes book or instrument

DATE	COURSE TITLE	TIME	COST	CPM	ASCP
April 26	Public Records Management (MDOT Agency Sponsored Only)	8:30 – 12:00	$49	*3	˜˜˜3
26	Positive Work Environment (MDOT Agency Sponsored Only)	1:30 – 5:00	$49	*3	˜˜˜3
27	Motivation/Burnout (MDOT Agency Sponsored Only)	8:30 – 12:00	$49	*3	˜˜˜3
27	Dealing with Difficult Customers (MDOT Agency Sponsored Only)	1:30 – 5:00	$59+	*3	˜˜˜3
28	Time Well Spent (MDOT Agency Sponsored Only)	8:30 - 4:30	$69	*6	˜˜˜6
MAY 5 6	**MINI CLUSTER I** g Performance Appraisal Review g Systems Thinking: Changing the Way We Look at Our Organization	8:30 – 4:30 8:30 – 4:30	$100 $69 $69	**7 **6	-- --
10	Certified Public Manager Project Workshop (*only for participants in the Certified Public Manager Program)*	1:30 – 4:00	No Cost	*2	--
11	Advanced Writing for the Certified Public Manager Program	8:30 – 4:30	$169+	**7	--
26	Overview of Government Processes	8:30 -12:00	$49	*3	˜3
26	Cultural Diversity	1:30 – 5:00	$49	*3	˜3
27	Writing Advantage:"Achieve What Matters Most with Successful Communication"	8:30 - 4:30	$169+	--	˜7
JUNE 6	Public Records Management	8:30 – 12:00	$49	*3	˜˜˜3
6	Positive Workplace Environment	1:30 – 5:00	$49	*3	˜˜˜3
7	Motivation/Burnout	8:30 – 12:00	$49	*3	˜˜˜3
7	Dealing with Difficult Customers	1:30 – 5:00	$59+	*3	˜˜˜3
13	How to Manage Multiple Priorities	8:30 -4:30	$69	*6	˜˜6
14	Rights and Responsibilities	8:30 – 12:00	$49	*3	˜˜3
14	Stress Management	1:30 – 5:00	$49	*3	˜˜3
15	Advanced Cultural Diversity	8:30 - 4:30	$79+	*6	˜˜6

˜ ASCP Level I Elective   *CPM Program Open Elective Credit (Levels I-III)
˜˜ ASCP Level II Elective   **CPM Program Selected Required Elective (Levels IV-VI)
˜˜˜ ASCP Level III Elective   +Cost includes book or instrument

AGENCY SPONSORED COURSES
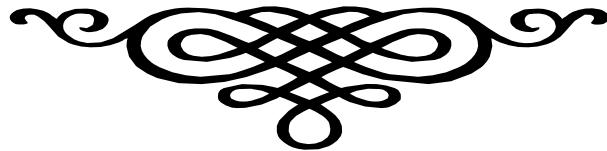
AGENCY SPONSORED PROFESSIONAL DEVELOPMENT COURSES

All Professional Development courses offered through the State Personnel Board Office of Training can be conducted for agencies on-site. Agencies can contract through the SPB Office of Training to provide professional development opportunities for their employees. A listing and description of all Professional Development courses can be found in the Course Description section.

Agency Sponsored training can be coordinated and arranged at any agency site throughout the state and is beneficial in that agencies do not have travel costs incurred with the training and more employees are provided the training opportunity when it is conducted at their agencies.

The State Personnel Board Office of Training will also provide assistance to agencies in determining special training needs, identifying and recommending subject matter experts for customized training and can design courses specific to meet agencies' training needs.

The Agency Sponsored form for contracting an instructor for training services can be found on the SPB website at www.spb.state.ms.us

To make arrangements for Agency Sponsored training sessions using the SPB Office of Training for assistance, contact Malika Logan at 601.359.2758 or mlogan@spb.state.ms.us

For assistance in determining training needs and course development, contact Lesly Lloyd at 601.359.2722 or llloyd@spb.state.ms.us

SPB COMPETENCIES

PROFESSIONAL DEVELOPMENT COURSES OFFERED:	Integrity & Honesty	Work Ethic	Service Orientation	Accountability	Self-Management	Interpersonal Skills	Communication Skills	Self-Development	Emotional Maturity	Macro-Oriented	Working With Others	Results-Oriented	Resource Management
ABC's and 123's of Public Purchasing in Mississippi	●		●	●			●						●
A Bomb Just Exploded, What Do I Do Now?		●			●	●	●		●		●	●	
Advanced Cultural Diversity					●	●	●	●	●		●		
Advanced Presentation Skills					●	●	●	●	●				
Advanced Writing					●	●	●				●	●	
Applying the Myers-Briggs Type Indicator			●		●	●	●				●		
Birds of a Feather: Conflict Resolution & Difficult People				●	●	●	●	●	●		●		
Building Better Organizations Through Competencies										●		●	●
Building Blocks of Supervision	●				●	●	●	●					
Communicating with Employees: The Critical Link						●	●				●		●
Communication and Listening Skills						●	●				●		
Complaints/Compliments	●	●	●	●	●	●	●	●	●	●	●	●	●
Conquering Conflict					●	●	●	●	●		●		
Crisis: When Public Relations and Traditional Communications Won't Work						●	●				●	●	●
Cultural Diversity					●	●	●	●	●				
Customer Service	●	●	●	●	●	●	●	●	●	●	●	●	●
Dealing with Difficult Customers		●	●							●			
Developing Self-Awareness					●		●		●		●		
Developing Trust in Your Employees / Co-workers	●				●	●			●		●		
Effective and Legal Interviewing Skills				●			●			●		●	
Effective Presentation Skills					●	●	●						
Effective Use of Visual Aids					●	●	●	●	●				●
Effective Use of Electronic Presentations							●	●				●	●
E-Government: MS Open for Business 24 Hours!	●		●	●				●		●		●	●
Emotional Intelligence: The New Yardstick in Leadership Develop. Perform., and Career Advance.	●			●	●	●	●	●	●		●	●	●
Ethics 4 Everyone	●	●		●	●				●				
Etiquette in Business	●	●	●		●				●	●			
Finding Out What Your Customers Want	●		●	●		●	●		●	●		●	●
Gender in the Workplace					●	●	●	●	●		●		
Goal Setting for Managers		●	●	●		●	●		●	●		●	●

SPB COMPETENCIES

PROFESSIONAL DEVELOPMENT COURSES OFFERED:	Integrity & Honesty	Work Ethic	Service Orientation	Accountability	Self-Management	Interpersonal Skills	Communication Skills	Self-Development	Emotional Maturity	Macro-Oriented	Working With Others	Results-Oriented	Resource Management
Hiring for Excellence		•				•	•		•	•		•	
How to Conduct a Workplace Investigation	•	•		•			•		•	•	•	•	•
How to Manage Multiple Priorities		•		•	•	•	•						
HR Legal Application Practices						•	•		•		•	•	
Individual Development Plans								•				•	•
Interpersonal Communication Skills for Managers			•		•	•	•	•			•		
Interpretation of the Myers-Briggs Type Indicator			•		•	•	•	•	•	•	•		
Leadership IQ: What's Yours?						•	•			•	•		
Leadership Strategies for the Public Sector	•	•		•	•	•	•	•	•	•	•	•	•
Making Diversity Work	•				•	•	•	•	•	•	•		
Management of Multiple Priorities for Yourself and Those Who Support You		•		•	•	•	•				•	•	•
Managerial Courage	•	•	•	•	•	•	•	•	•	•	•	•	•
Managing Difficult People	•	•	•	•	•	•	•	•	•	•	•	•	•
Managing in Tough Times	•	•	•	•	•	•	•	•	•	•	•	•	•
Managing Managerial Stress				•	•	•	•	•	•		•		
Motivation/Burnout					•			•	•		•	•	
Motivation for Managers: Boost Your Employee Morale and Improve Organizational Results					•	•	•	•			•		•
Negotiation Skills					•	•	•		•		•	•	
Organizational Culture: Is it Built on Yazoo Clay?			•		•	•	•		•			•	
Overview of Government Processes				•						•		•	
Peacekeeping Strategies for the Workplace				•	•	•	•		•	•			
Performance Appraisal Review	•	•	•	•	•	•	•	•	•	•	•	•	•
Positive Work Environment	•	•		•	•	•	•		•		•		
Powerful and Painless Presentations					•	•	•	•	•				
Practical Strategies for Public Communication			•		•	•	•	•		•		•	•
Practical Ways to Have a Balanced Life	•			•	•	•	•	•	•		•	•	•
Productive Group Meetings: To Meet or Not to Meet?		•		•		•	•		•	•	•	•	
Promoting and Maintaining a Respectful Work Environment	•					•			•	•			
Protecting Your Agency's Assets	•	•		•			•	•		•			•
Public Records Management	•	•	•	•	•		•				•		•
Quality Improvement			•	•		•	•	•		•	•	•	•
Rights and Responsibilities	•	•		•	•	•	•	•	•	•	•		•
Solve the Puzzle of Completing the JCQ	•	•	•	•	•	•	•	•	•	•	•	•	•
Stress Management					•	•	•	•					
Successful Utilization of the Employee Assist. Program			•	•						•	•	•	•
Systems Thinking		•			•	•			•				•

SPB COMPETENCIES

PROFESSIONAL DEVELOPMENT COURSES OFFERED:	Integrity & Honesty	Work Ethic	Service Orientation	Accountability	Self-Management Skills	Interpersonal Skills	Communication Skills	Self-Development	Emotional Maturity	Macro-Oriented	Working With Others	Results-Oriented	Resource Management
Team Building for Improved Effectiveness			●		●	●	●	●	●	●	●	●	
The 4 Roles of Leadership	●		●	●						●	●	●	●
The 7 Habits of Highly Effective People	●	●	●	●	●	●	●	●	●	●	●	●	●
The Dynamics of Change			●		●								
The Intergenerational Workplace					●	●	●	●			●		●
The Legal Rights/Responsibilities of Public Managers	●	●		●	●	●	●	●	●	●	●		●
The Professional Coach	●					●	●				●		
The Public Manager's Legal Toolbox										●		●	●
Time Management			●		●			●	●			●	
Time Well Spent	●	●		●	●			●	●			●	
Understanding Diversity					●	●				●	●		
Understanding the Legislative Process in Mississippi			●				●						
Untangling the Confusing Web of ADA, FMLA	●	●		●	●	●	●	●	●	●	●		●
Using Competencies to Hire and Develop Star Performers												●	●
Using Competencies to Improve Performance												●	●
Using DISC for Management Success			●		●	●	●	●	●	●	●		
Writing Advantage					●	●	●				●	●	

Competency Descriptions

Integrity and Honesty: Models and demonstrates high standards of integrity, trust, openness and respect for others. Demonstrates a sense of responsibility and commitment to the public trust through statements and actions. Demonstrates integrity by honoring commitments and promises. Demonstrates integrity by maintaining necessary confidentiality.

Work Ethic: Conscientiously abides by the rules, regulations and procedures governing work. Exhibits a strong work ethic by being productive, diligent, conscientious, timely, and loyal.

Service Orientation: Seeks to understand and meets and / or exceeds the needs and expectations of customers. Treats customers with respect, responding to requests in a professional manner, even in difficult circumstances. Provides accurate and timely service. Develops positive relationships with customers. Demonstrates a commitment to quality public service through statements and actions.

Accountability: Is productive and carries fair share of the workload. Accepts responsibility for actions and results. Focuses on quality and expends the necessary time and effort to achieve goals. Demonstrates loyalty to the job and the agency and is a good steward of state assets. Steadfastly persists in overcoming obstacles and pushes self for results. Maintains necessary attention to detail to achieve high level performance. Deals effectively with pressure and recovers quickly from setbacks. Takes ownership of tasks, performance standards and mistakes. Has knowledge of how to perform one's job.   Knows the organization's mission and functions and how it fits into state government.

Self-Management Skills: Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works effectively and cooperatively with others to achieve goals. Maintains a positive attitude. Effectively manages emotions and impulses. Treats all people with respect, courtesy, and consideration. Communicates effectively. Remains open to new ideas and approaches. Avoids conflicts of interest. Promotes cooperation and teamwork. Continuously evaluates and adapts, copes effectively with change. Allows self and others to make mistakes and learns from those mistakes. Adheres to high ethical standards.

Interpersonal Skills: Shows understanding, courtesy, tact, empathy and concern; develops and maintains relationships. Demonstrates cross cultural sensitivity and understanding. Identifies and seeks to solve problems and prevent or resolve conflict situations. Encourages others through positive reinforcement. Expresses facts and ideas both verbally and in writing in a clear, convincing and organized manner, helping others translate vision into action. Models appropriate behavior. Recognizes and develops potential in others, mentors.

Emotional Maturity: Conducts oneself in a professional, consistent manner when representing the organization. Exhibits the ability to work through challenges and create opportunities. Has the ability to work through adversity and hold self and others accountable for work actions. Takes risks appropriate to ones level of responsibility. Acts as a settling influence in a crisis.

Macro-Oriented: Understands and appropriately applies procedures, requirements, and regulations related to specialized areas of expertise. Understands effects of decisions on the organization and on other organizations. Exercises good judgment, makes sound, well informed decisions. Acts as a change agent by initiating and supporting change within the agency.

Working With Others: Creates effective teams; shows a willingness to get work done through others; supports, motivates and is an advocate for staff. Monitors workloads and provides feedback. Clearly and comfortably delegates work, trusting and empowering others to perform. Reinforces and rewards team efforts and positive behaviors. Is fair, yet firm with others.

Results-Oriented: Identifies, analyzes, and solves problems. Plans effectively to achieve or exceed goals, sets and meets deadlines. Develops standards of performance and knows what and how to measure.

Resource Management: Demonstrates ability to plan, prioritize and organize. Acquires and effectively and efficiently administers and allocates human, financial, material and information resources.

CERTIFICATION PROGRAMS
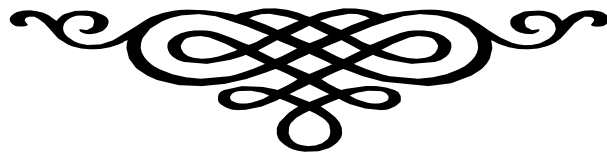
Administrative Support Certification Program
Basic Supervisory Course
Certified Public Manager Program

ADMINISTRATIVE SUPPORT CERTIFICATION PROGRAM
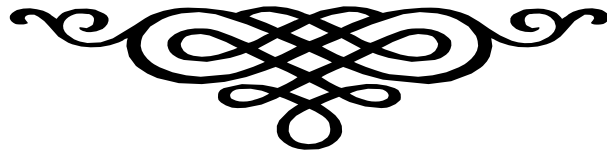
ADMINISTRATIVE SUPPORT CERTIFICATION PROGRAM

Instructors

Linda Ross Aldy
601.853.3942
Laldy1@aol.com

Becky Baum, CPM
601.352.9448
becky@thewhittengroup.com

Joe Goff, J.D.
601.359.7843
Jgoff@mdot.state.ms.us

David Hayes
601.898.4343
DLPhayes@aol.com

Brenda Hiatt
601.482.7094
bhiatt@phassociates.net

Lynda Hunsicker, CPM
601.829.9342
lrowen1@aspireinc.biz

Glenda Lester, Ph.D.
601.432.6775
glester@ihl.state.ms.us

Lesly Lloyd, CPM
601.359.2722
llloyd@spb.state.ms.us

**Joann Mickens**
601.981.5229
mgmt1st@aol.com

Deanne Mosley, J.D., CPM
601.352.2300
mosleyd@phelps.com

Chuck Sampson
601.605.6619
c_sampson@bellsouth.net

Renee' Scales, CPM
601.853.1585
rmscales@bellsouth.net

Elizabeth Semko, Ph.D.
601.979.1138
esemko@jam.rr.com

Shelly P. Smith, CPM
601.957.1419
shelly@spb.state.ms.us

Administrative Staff

Julia Summers, CPM
ASCP Training Coordinator
Phone: 601.957.0634
jsummers@spb.state.ms.us

Fax: 601.957.7760

Mission Statement
The Administrative Support Certification Program is designed to provide comprehensive ongoing training to staff that support the program areas of governmental agencies.

Program Overview
The Administrative Support Certification Program is a certification program offered by the Mississippi State Personnel Board, Office of Training. Currently, there are three levels in the Administrative Support Certification Program. Each level is interdependent of each other. This training is presented through practical exercises which reflect actual situations in governmental agencies. Participants join with employees in like positions throughout government in networking opportunities and experiences which will help them better understand themselves, their coworkers, and their organizations.

Educational Benchmark
Completion of Level I and Level II of the Administrative Support Certification Program has been approved by the State Personnel Board for a 1% Educational Benchmark award eligibility for each level. In order to receive an educational benchmark award, the participant must meet all program requirements and the agency must request that the benchmark be awarded. Educational benchmarks are awarded at agency discretion only.

Location of Training
The Administrative Support Certification Program is regularly scheduled at the SPB Training Center, 116 Marketridge Dr., Ridgeland, MS 39157. The 3-day "Road to Success In Administrative Support," and any of the required electives can be brought onsite to your agency.

Administrative Support Certification Program - Level I
Program Requirements

Certificate Requirements
Administrative Support Level I Certification requires the completion of the Computer Proficiency Certification Form and four elective courses which include:

Computer Proficiency Certification Form
Participants are required to submit this form, signed by their agency certifying official, verifying computer proficiency for their current position. If the agency determines that the participant needs further computer training, this training must be completed prior to submission of the computer proficiency certification form.

Courses:
The Road to Success in Administrative Support Level I...3-day Session
Writing Advantage...1-day Session
Overview of Government Processes .... ½-day Session
Diversity in the Workplace... ½-day Session

COURSE DESCRIPTIONS

The Road to Success in Administrative Support - Level I

This course is designed to provide an introduction of the program of study. Participants gain skills in the specific areas of working together, getting the work done, and serving the customer. Topics presented include: understanding personality difference, communicating, problem solving, roles of administrative support staff, measuring and improving customer service, etc. Training is presented through practical exercises which reflect actual situations in governmental agencies. Participants join with employees in like positions throughout government in networking opportunities and experiences which explore various problem solving methods. Participants must pass a written exam and submit a follow up activity report which is based on a feedback meeting with the participant and his/her immediate supervisor.

Writing Advantage

This course is designed to provide skill development in written communication. It is designed to improve participants' productivity and increase their credibility in the area of effective writing.

Overview of Government Processes

This course is designed to provide an overview of state government and information on historical reference for employees, as well as present information on state agencies and their services.

Diversity in the Workplace

This course is designed to teach the legal do's and don'ts of managing a culturally diverse workplace, explain the nature of biases and preconceptions, discuss acts and omissions that cause employees to feel isolated, unimportant, and unwanted, develop strategies to capitalize on diversity, and share down-to-earth techniques for minority success in the workplace.

Administrative Support Certification Program - Level II
Program Requirements

Admission Requirements
Administrative Support Level II Certification requires completion of the requirements for the Administrative Support Certification Level I.

Certificate Requirements
Administrative Support Level II Certification requires the completion of a Workplace Activity and five elective courses which include:

> **Job Related Activity Form**
> The participant will submit a written report of a work related activity with his/her immediate supervisor's approval.

Courses:
The Road to Success in Administrative Support Level II .... 3-day Session
Rights and Responsibilities .... ½-day Session
Advanced Cultural Diversity for Administrative Support .... 1-day Session
Stress Management .... ½-day Session
How to Manage Multiple Priorities .... 1-day Session

COURSE DESCRIPTIONS

The Road to Success in Administrative Support - Level II

Prerequisite: The Road to Success in Administrative Support - Level I
This course is designed to improve communications, conflict resolution, and group leadership. Training is presented through practical exercises which reflect actual situations in governmental agencies. Participants join with employees in like positions throughout government in networking opportunities and experiences which explore various problem solving methods. Participants must pass a written exam to successfully complete the program.

Rights and Responsibilities

This course is designed to identify legal rights and responsibilities of state employees. Topics will include Anti-Discrimination Laws, Ethics Laws, Americans with Disabilities Act (ADA) and Family Medical Leave Act (FMLA).

Advanced Cultural Diversity for Administrative Support

This course is designed to formulate greater sensitivity and ability to relate to people that differ in terms of age, culture, race, gender, lifestyle, and/or physical ability. Participants will learn to recognize bias and prejudice and its impact on others, examine both opportunities and challenges presented by the diversity in our organizations, and understand how cultural and diversity-related variables can impact our ability to relate to co-workers.

Stress Management

This course is designed to identify individual stressors, learn effective techniques that will relieve stress, learn how different personality types respond to stress, and how stress affects the body.

How to Manage Multiple Priorities

This course is designed for anyone who is faced with the responsibility of handling multiple tasks and projects. This course will address the following areas and provide samples of easy to use tools for managing priorities: The Juggling Act-identifying and balancing tasks, not simply time management, reviewing the importance of communication in achieving maximum productivity in a multitasking world and realizing the advantages of multitasking, and getting along with bosses and co-workers during high stress periods.

Administrative Support Certification Program - Level III
Program Requirements

Administrative Support Certification Program - Level III
Course Requirements:
Administrative Support Level III Certification requires the completion of the requirements for the Administrative Support Certification Level II.

The prerequisite course "Time Well Spent" is required.

Certificate Requirements
Administrative Support Level III Certification requires the completion of one in-class assignment, one Job Related Activity, a book report, the 3-day core program and a total of 5 elective courses which include:

Courses:
Time Well Spent.. 1-day Session
Positive Work Environment...½ -day Session
Public Records Management ....½ -day Session
Motivation/Burnout ....½-day Session
Dealing with Difficult Customers ....½-day Session

COURSE DESCRIPTIONS

The Road to Success in Administrative Support - Level III
Prerequisite: The Road to Success in Administrative Support - Level II
This course is designed to improve organizational skills, working as a team, dealing with change and a class assignment. Training is presented through practical exercises which reflect actual situations in governmental agencies. Participants join with employees in like positions throughout government in networking opportunities and experiences which explore various problem solving methods. Participants must pass a written exam to successfully complete the program.

Time Well Spent
This course is designed to instruct participants how to use time effectively. The objectives are to take control of time, deal with tasks and productively set priorities and goals in a timely manner.

Positive Work Environment
Since most people spend at least half of their waking hours at work, the workplace environment should be a positive one. The law provides several safeguards to encourage employers to maintain a positive work environment for their employees. As an employee, you should know what is and what is not acceptable conduct in the workplace environment.

Public Records Management
Every state employee who creates or maintains documents should know what documents we are required to keep confidential and what records we are required to share with anyone who files a proper request. Before you send that next email from your state email account, you might want to know if your local newspaper is legally entitled to a copy of it.

Motivation/Burnout
This session will focus on identification of the symptoms and causes of burnout, how to know when you may be experiencing burnout and what can be done to alleviate it. During this session participants will also identify the indicators in their work environment that influence their motivation levels and how these can be controlled. Values and goal setting will be included as ways we can better understand how we get and stay motivated.

Dealing with Difficult Customers
This session will focus on how to examine the difference between "caring" and "uncaring" or indifferent customer service and examine the impact of our ethics, values, and attitudes on our approach to customer service....especially when dealing with "difficult" customers.

POLICIES AND PROCEDURES

Eligibility
Participants in this program generally hold positions that support the programs and staff at governmental agencies. Positions include, but are not limited to, Administrative Assistants, Clerks, Receptionists, Secretaries, Data Entry Staff, Office Support Staff and Personnel Support Staff. Participation must be approved by the agency certifying official.

The Mississippi State Personnel Board Office of Training is committed to the principle of equal opportunity and will not discriminate against otherwise qualified persons on the basis of race, color, religion, national origin, sex, age, disability, or veteran's status in its admissions, program accessibility, or services.

Application and Scheduling
Participants will complete the ASCP application form including a signature by the agency certifying official for the three-day session of the "Road to Success in Administrative Support." Forms will be submitted to the State Personnel Board Office of Training. Participants will be scheduled for the session selected or the first available session. Applicants will be sent a confirmation letter notifying them of their registration schedule.

Participants may apply to take any portion of the ASCP without working toward certification. If a participant later seeks certification, course completion dates must fall within the established completion time lines for the overall program.

Cancellation
Participants unable to attend a session for which they are scheduled should notify the State Personnel Board Office of Training, in writing 14 days prior to the start date of the session. When cancellation has not been made in a timely manner, the agency of the canceling participant will be billed. Substitutions can be made prior to the start of the session with the approval of the agency certifying official and the program coordinator.

Attendance
Participants are required to complete all sessions. If for any reason, participants must leave a training session, they will be required to arrange a make-up class through the Office of Training. Make-up sessions should be scheduled at the first available date to insure continuity of the program.

Examination
Participants are required to complete a written examination upon completion of the three day class session, the "Road to Success in Administrative Support," in order to demonstrate a level of mastery of the course content.

Participants must successfully complete the examination with a minimum score of 70%. Examination papers will be the property of the State Personnel Board Office of Training. Neither the examination nor copies of the examination papers will be returned to participants. Participants will be notified of their examination results within 15 days of the date of examination. Only a pass/fail score is reported to participants and the agency certifying official. Permanent records are maintained by the State Personnel Board Office of Training and are not provided to the agency for the purpose of becoming part of the participant's official personnel file.

The examination may be retaken twice for a total of three times when a score of 70% has not been obtained. Every attempt will be made to assist any participant with special testing needs.

Completion Time Lines
Participants are required to complete all requirements of each Level certification within 18 months from the date of completion of the three-day session, the "Road to Success in Administrative Support." Individual program requirements have established time lines as stated in the respective sections in this document.

Incompletion of the Program Requirements
Participants who fail to complete all of the requirements for certification within the 18 month time frame and would like to re-enter the program will need to make this request within one month after the 18 month time period. Participants should make their requests in writing, stating the reason(s) for not completing the requirements and their desire to continue the program. All requests for reinstatement into the program must be endorsed by the participant's immediate supervisor and the agency's certifying official.

Requests for re-entering the program should be sent to the Management Training Director, Office of Training. Participants will be notified of their status within two weeks from the date of receipt of the request.

Administrative Support Certification Program
Levels I-III
Spring 2005 Schedule

Date	Course	Location
January 4, 2005	How to Manage Multiple Priorities	Agency Sponsored
January 5, 2005 am	Rights & Responsibilities	Agency Sponsored
January 5, 2005 pm	Stress Management	Agency Sponsored
January 6, 2005	Advanced Cultural Diversity	Agency Sponsored
January 19-21, 2005	Level I	Open Session
January 19-21, 2005	Level II	Agency Sponsored Biloxi
February 7-9, 2005	Level II	Training Center
February 10, 2005	Time Well Spent	Training Center
February 15, 2005 am	Motivation/Burnout	Agency Sponsored
February 15, 2005 pm	Dealing with Difficult Customers	Agency Sponsored
February 16, 2005 am	Positive Workplace Environment	Agency Sponsored
February 16, 2005 pm	Public Records Management	Agency Sponsored
February 17, 2005	Time Well Spent	MDOT Bldg.
February 23-25, 2005	Level III	Agency Sponsored Tunica
March 1, 2005 am	Overview of Government	Training Center
March 1, 2005 pm	Cultural Diversity	Training Center
March 2, 2005	Writing Advantage	Training Center
March 2-4, 2005	Level III	Training Center
March 15, 2005 am	Overview of Government	Agency Sponsored
March 15, 2005 pm	Cultural Diversity	Agency Sponsored
March 15, 2005 am	Public Records Management	Training Center
March 15, 2005 pm	Positive Workplace	Training Center
March 16, 2005	Writing Advantage	Agency Sponsored
March 16, 2005 am	Motivation/Burnout	Training Center
March 16, 2005 pm	Dealing w/Difficult Customers	Training Center
March 28, 2005	Time Well Spent	Training Center

Date	Course	Location
April 6-8, 2005	Level I	Training Center
April 11, 2005	How to Manage Multiple Priorities	Training Center
April 12, 2005 am	Rights & Responsibilities	Training Center
April 12, 2005 pm	Stress Management	Training Center
April 13, 2005	Advanced Cultural Diversity	Training Center
April 13-15, 2005	Level I	Agency Sponsored, Natchez
April 26, 2005 am	Positive Workplace Environment	Agency Sponsored
April 26, 2005 pm	Public Records Management	Agency Sponsored
April 27, 2005 am	Motivation/Burnout	Agency Sponsored
April 27, 2005 pm	Dealing with Difficult Customers	Agency Sponsored
April 28, 2005	Time Well Spent	Agency Sponsored
May 2-4, 2005	Level II	Training Center
May 10-12, 2005	Level III	Agency Sponsored Natchez
May 18-20, 2005	Level III	Training Center
May 26, 2005 am	Overview of Government	Training Center
May 26, 2005 pm	Cultural Diversity	Training Center
May 27, 2005	Writing Advantage	Training Center
June 3, 2005	ASCP Graduation	TBA
June 6, 2005 am	Public Records Management	Training Center
June 6, 2005 pm	Positive Workplace	Training Center
June 7, 2005 am	Motivation/Burnout	Training Center
June 7, 2005 pm	Dealing w/Difficult Customers	Training Center
June 13, 2005	How to Manage Multiple Priorities	Training Center
June 14, 2005 am	Rights & Responsibilities	Training Center
June 14, 2005 pm	Stress Management	Training Center
June 15, 2005	Advanced Cultural Diversity	Training Center

BASIC SUPERVISORY COURSE

BASIC SUPERVISORY COURSE CERTIFICATION PROGRAM

Instructors

Linda Ross Aldy
601.853.3942
Laldy1@aol.com

Pam Baker, Ph.D.
228.868.2923, ext. 200
baker@smrc.state.ms.us

Becky Baum, CPM
601.352.9448
becky@thewhittengroup.com

Rob Benson
601.992.9337
rbenson@firststepstraining.com

Ann Homer Cook, Ph.D.
601.952.0515
ahcook@bellsouth.net

Amy Eifling
601.829.9342
aeifling@aspireinc.biz

Bob Fagan, CPM
601.359.2704
fagan@spb.state.ms.us

Marianne Gaudin, CPM
601.668.9798
mcgaudin@earthlink.net

Joe Goff, J.D.
601.359.7843
Jgoff@mdot.state.ms.us

Lester Herrington
601.359.6715
lesterch@netdoor.com

David Hayes
601.898.4343
DLPhayes@aol.com

Brenda Hiatt
601.482.7094
bhiatt@phassociates.net

Lynda Hunsicker, CPM
601.829.9342
lrowen@aspireinc.biz

Boty McDonald, J.D.
601.713.1961
boty@netdoor.com

Joann Mickens
601.981.5229
mgmt1st@aol.com

Deanne Mosley, J.D., CPM
601.352.2300
mosleyd@phelps.com

Joan Myers
601.351.2879
jmyer@ago.state.ms.us

Kevin Russell
601.968.8746
krussell@belhaven.edu

Chuck Sampson
601.605.6619
c_sampson@bellsouth.net

Hoopy Stringer
601.359.3403
stringer@dfa.state.ms.us

Sheree Tynes, CPM
601.351.8000
tynessh@msh.state.ms.us

Shelton Vance, CPM
601.923.7308
svance@mstc.state.ms.us

Jan Walker, CPM
601.832.6124
jwalker11@jam.rr.com

Bettye Ward Fletcher
601.829.3864
bwfletcher@aol.com

Amy Whitten, J.D.
601.352.9448
amy@thewhittengroup.com

Mark Yeager, CPM
601.683.4200
myeager@cmrc.state.ms.us

Administrative Staff

Dianne Macon
BSC Training Coordinator
Phone: 601.957.8724
Email: dmacon@spb.state.ms.us

RaShaundra Jacobs
BSC Admin. Assistant
Phone: 601.957.1554
rjacobs@spb.state.ms.us

Fax: 601.957.7760

Mission Statement
The ***Basic Supervisory Course (BSC)*** is a training course designed to provide information and skill development to supervisors on the fundamentals of supervising people and programs in government. The BSC Program meets the needs of ***new supervisors***, ***supervisors new to government***, and ***experienced supervisors*** who have not yet had the opportunity to take advantage of this type of course. The program presents basic management theory, emphasizing practical application of these principles in public sector environments.

Program Overview
BSC provides an orientation to managing in government through a broad array of lecture, group activities, and individual and small-group interactions. Topics include the organization of state government, the management of personnel and budgeting functions, legal issues for supervisors, and the legislative process. Interpersonal skills such as communication and coaching/ counseling are also an important part of the curriculum, with emphasis placed on skill utilization in the government sector.

Educational Benchmark
In order to successfully complete the course, participants must attend all 30 hours of training **and** attend a post training meeting with their supervisors. Participants earn a certificate of completion of the Basic Supervisory Course and are eligible for a 1% Educational Benchmark award (agency discretion). BSC's 30 hours fulfill the open elective credit requirement for the CPM Program.

Location of Training
The Basic Supervisory Course is regularly scheduled at the SPB Training Center, 116 Marketridge Dr., Ridgeland, MS 39157. Agencies can also request to bring the Basic Supervisory Course onsite.

BASIC SUPERVISORY COURSE
Program Requirements

Participants are required to complete separate assessment inventories to identify desired areas of supervisory skill enhancement. The one week (30 hours) intensive training sessions are designed to encourage networking opportunities.

BSC is offered to all supervisory and management level employees in public service. The BSC schedule shows agency-specific reserved and open session availabilities. Course cost is $300.00 per participant. Agencies may elect to present BSC in a retreat format.

The Mississippi Management Training Act (Senate Bill 2236) requires all state employees who are appointed after July 1, 2003 into a supervisory or management position to participate in the BSC Program within 18 months from the date of initial appointment. All state employees who were appointed before July 1, 2003 to a supervisory or management position shall participate in the Basic Supervisory Course Program within three years of the State Personnel Board's implementation of the Management Training Program.

Agency Sponsored Sessions

Agencies may sponsor a BSC session at a location of their choosing, including the SPB Training Center. An agency must agree to provide a minimum of twenty (20) participants for a sponsored session. Two or more agencies may combine to meet the minimum enrollment for a sponsored session. Agencies are given a reduced price when sponsoring a session. The fee for an Agency Sponsored BSC session is $6,500. The enrollment for an Agency Sponsored session is limited to twenty-five (25) participants, but two additional free participants will be allowed if the agency agrees to provide the site for the training and refreshments. The BSC Coordinator will provide the agency with session specific registration forms, Goal Sheets and Completion Forms. The agency site coordinator will confirm the location of the session and the level of support that will be provided by the agency with the BSC Coordinator and the Director of the Management Training Division. The BSC Coordinator will work with the agency coordinator to ensure the registration and the notification of the participants and instructors are completed and the delivery of session training materials to the site. All registration forms for an Agency Sponsored session must be received by the State Personnel Board Office of Training Management Training Division a minimum of three weeks prior to the beginning of an Agency Sponsored session.

Agency Hosted Sessions

The State Personnel Board Office of Training Management Training Division may also request an agency to host an open session at their site. Hosting a BSC session involves an agency offering the use of its facility for the session which will cover the enrollment fee of a maximum of one participant from the host agency.

Registration Information

To register: Complete a Basic Supervisory Course Registration Form and submit to the BSC Coordinator. Seating capacity is limited; participants are encouraged to register four weeks or more prior to the desired session date. Indicated preferences will be accommodated when possible.

MANAGEMENT TRAINING DIVISION
BASIC SUPERVISORY COURSE SCHEDULE
JANUARY-JUNE 2005

SESSION #	DATE	LOCATION	AGENCY/OPEN
0526	January 10-14, 2005	Transportation Building	Transportation/Closed
0527	January 10-14, 2005	SPB Training Center	OPEN
0528	January 24-28, 2005	SPB Training Center	Health/Closed
0529	January 24-28, 2005	Underwood Building	Health/Closed
0530	February 7-11, 2005	Transportation Building	Transportation/Closed
0531	February 7-11, 2005	SPB Training Center	OPEN
0532	March 7-11, 2005	SPB Training Center	OPEN
0533	March 21-25, 2005	SPB Training Center	OPEN
0534	April 4-8, 2005	Transportation Building	Transportation/Closed
0535	April 11-15, 2005	Oxford, MS	NMRC/Closed
0536	April 18-22, 2005	SPB Training Center	OPEN
0537	May 9-13, 2005	SPB Training Center	OPEN
0538	May 23-27, 2005	SPB Training Center	OPEN
0539	June 13-17, 2005	SPB Training Center	OPEN
0540	June 20-24, 2005	SPB Training Center	OPEN

   The SPB Training Center is located at 116 Marketridge Drive in Ridgeland, MS, just off Hanging Moss/Highland Colony Parkway, exit 9 off I-220 in the Lakeover Business area. Open sessions, both in Jackson and out of town, are scheduled on a regular basis. Potential applicants are requested to check their agency's guidelines before registering.

Agencies can sponsor a BSC session for their employees either at the agency site or the Training Center.
Agencies can also host a BSC open session at an agency designated location.

For more information regarding the BSC and schedule, please contact:
Dianne Macon, BSC Program Coordinator
Office   601-957-8724 / Fax   601-957-7760
Email: dmacon@spb.state.ms.us

CERTIFIED PUBLIC MANAGER PROGRAM

CERTIFIED PUBLIC MANAGER PROGRAM

Instructors

Max Arinder
601.359.1226
max.arinder@peer.state.ms..us

Pam Baker, Ph.D.
228.868.2923, ext. 200
baker@smrc.state.ms.us

James Barber
601.359.1226
james.barber@peer.state.ms.us

Becky Baum, CPM
601.352.9448
becky@thewhittengroup.com

Ted Booth, J.D.
601.359.1226
ted.booth@peer.state.ms.us

Robert (Bob) S. Boothe, Ph.D.
601.266.1306
robertboothe@comcast.net

Ann Homer Cook, Ph.D.
601.952.0515
ahcook@bellsouth.net

Amy Eifling
601.829.9342
aeifling@aspireinc.biz

Marianne Gaudin, CPM
601.668.9798
mcgaudin@earthlink.net

Joe Goff, J.D.
601.359.7843
Jgoff@mdot.state.ms.us

Ray Grubbs, Ph.D.
601.974.1265
grubbmr@millsaps.edu

David Hayes
601.898.4343
DLPhayes@aol.com

Brenda Hiatt
601.482.7094
bhiatt@phassociates.net

Lynda Hunsicker, CPM
601.829.9342
lrowen@aspireinc.biz

Glenda Lester, Ph.D.
601.432.6775
glester@ihl.state.ms.us

Boty McDonald, J.D.
601.713.1961
boty@netdoor.com

Joann Mickens
601.981.5229
mgmt1st@aol.com

Kevin Russell
601.968.8746
krussell@belhaven.edu

Chuck Sampson
601.605.6619
c_sampson@bellsouth.net

Shelton Vance, CPM
601.923.7308
svance@mstc.state.ms.us

Jan Walker, CPM
601.832.6124
jwalker11@jam.rr.com

Amy Whitten, J.D.
601.352.9448
amy@thewhittengroup.com

Administrative Staff

Shelly P. Smith, CPM
CPM Program Director
Phone: 601.957.1419
shelly@spb.state.ms.us

Shondra Houseworth, MBA
CPM Program Coordinator
Phone: 601.957.8723
shouseworth@spb.state.ms.us

Fax: 601.957.7760

Mission Statement

The **Certified Public Manager (CPM) Program** is a training program built on the philosophy that the study of management can impart certain skills, attitudes, and behaviors which characterize successful management. It supports the new belief that long-term productivity and effectiveness require careful attention to material, financial, and human resources. The CPM Program recognizes the unique quality of public sector management and translates state-of-the-art theory (academic side) into practical training (applied side) for public managers. The designation "Certified Public Manager" is viewed as a professional rather than an academic credential involving study, practice, application, and testing.

Program Overview

The CPM Program has received favorable attention nationwide as a training system that measures, as well as develops, professional competency in the field of public management. By increasing the productivity, effectiveness, and efficiency of state employees, CPM helps enhance the overall quality and image of state government operations. The Mississippi CPM Program is a member of the National CPM Consortium and is administered under the authority of the MS State Personnel Board.

Educational Benchmark

Completion of the Certificate of Supervisory Management (CSM)-Levels I-III has been approved by the State Personnel Board for a 2% Educational Benchmark award eligibility. Participants who complete Levels IV-VI of the Certified Public Manager Program can receive a 3% Educational Benchmark award eligibility. In order to receive an educational benchmark award, the participant must meet all program requirements and the agency must request that the benchmark be awarded. Educational benchmarks are awarded at agency discretion only.

Location of Training

The Certified Public Manager Program is regularly scheduled at the SPB Training Center, 116 Marketridge Dr., Ridgeland, MS 39157. Agencies can also request to bring the CPM Program onsite.

CERTIFIED PUBLIC MANAGER PROGRAM REQUIREMENTS

Candidates for the MCPM Program must be employed by or with a Mississippi governmental organization and should be in a supervisory or managerial position. Agency or governmental unit directors may however recommend individuals who show potential for advancement into supervisory positions. All participants must have the support of their supervisors and agency or governmental unit directors. Agencies or governmental units may set internal application and selection policies. The MCPM Program involves intensive study, practical application, and examination. An interim designation, the **Certificate in Supervisory Management (CSM)**, is awarded to participants successfully completing Levels I-III and additional requirements. In order for a participant to receive the CPM designation, the following requirements must be met:

<u>**Requirements:**</u>

Certificate in Supervisory Management (CSM)
1. MCPM Program Orientation
2. "Managing Government in Mississippi" (MGIM) Level I (Core Course)
3. Exam I (Level I)
4. Open Source Elective Hours in Progress
5. "MGIM" Level II (Core Course)
6. Exam II (Level II)
7. MCPM Project Workshop
8. MCPM Advanced Writing Workshop (effective 7/2002)
9. Open Source Elective Hours in Progress
10. "MGIM" Level III (Core Course)
11. Exam III (Level III)
12. Required Reading I
13. Project 1
14. Total of 30 Open Source Elective Hours Completed

Participant Awarded CSM Designation

Certified Public Manager (CPM)
Steps 1 - 14 must be completed prior to beginning Level IV.

15. "MGIM" Level IV (Core Course)
16. Project 2 (Quality Improvement Paper)
17. Selected Required Source Elective Hours in Progress
18. "MGIM" Level V (Core Course)
19. Required Reading 2
20. Selected Required Source Elective Hours in Progress
21. Project 3 (Quality Improvement Project)
22. "MGIM" Level VI (Core Course)
23. Level 6 Writing Assignment
24. Executive Seminar (Part of Level VI) Counts as 14 hours of Required Source Elective Hours
25. Total of 72 selected Required Source Elective Hours Completed. (**58 Required Source Elective Hours are scheduled by the participant** and 14 Hours are earned by successfully completing the Executive Seminar.

Participant Awarded CPM Designation

CPM Elective Information

CPM electives are designed to give state professionals opportunities to get in-depth development on topics that will give them tools to perform their jobs better. There are 30 elective hours required to complete the first half of the Program or Certificate in Supervisory Management (CSM) designation. The second half of the CPM Program requires participants to complete 72 hours of CPM Level IV - VI credit. As a participant, you are only responsible for scheduling 58 hours of CPM elective credits. The other 14 credits will be awarded to you for successfully completing your Executive Seminar as part of your Level VI requirements. We can help you meet your CPM Level IV-VI elective requirements through three different opportunities: **Individual Professional Development Courses**, **CPM Level IV-VI Special Elective Session** and/or the **CPM Level IV-VI Cluster Sessions.**

Individual Professional Development Courses

These sessions are open to all state professionals, CPM graduates, and current CPM participants.   You may also take an individual course within a cluster at the regular cost. **Refer to the Professional Development Course Schedule for elective sessions offered this semester.**

Special Elective Session

The CPM Level IV - VI Special Session gives you an opportunity to earn 30 -34 elective hours in a 4-day session. These sessions are offered twice each calendar year in the spring and fall. The sessions give you quality training in a setting which makes the most of your limited time and your agencies' resources. We offer different courses during the spring and fall sessions to give you an opportunity to meet all of your elective requirements in these two cost effective sessions! The fee for the session includes the training courses, lodging, and meals.

(NOTE: THE SPECIAL SESSIONS ARE ONLY OPEN TO PARTICIPANTS IN THE CPM PROGRAM.)

NEXT SPECIAL SESSION OFFERING:

C **April 18 - 21, 2005   @ Lake Tiak O'Khata, Louisville, MS**

Cluster Sessions

The CPM Level IV- VI Clusters offer you another way to achieve your Level IV-VI electives. Clusters are CPM Level IV-VI electives offered in groups of three courses with a common theme. They are offered in Jackson at the SPB Training Center as well as in the northern and southern parts of the state. Each cluster is priced at a discounted rate of $150 per enrollee. **The discount is only given if you register for all courses within the cluster.**

CSM Open Source Electives List - Levels I - III

During Levels I - III of the CPM Program, you are required to take thirty (30) contact hours of management related electives referred to as **OPEN SOURCE ELECTIVES**. These may come from a variety of sources other than SPB-Office of Training including universities, colleges, professional organizations, national companies and the State Personnel Board. The following is a list of **SPB OPEN SOURCE ELECTIVES and are designated by one asterisk (*) on the Professional Development training schedule and will only be credited to Levels I - III elective requirements.**

Course Name	Elective Hours	Instructor(s)
Basic Supervisory Course	30.0	SPB Staff Instructors
Building Blocks of Supervision	6.0	Marianne Gaudin
Birds of a Feather	6.0	David Hayes
Communicating With Employees	6.0	Linda Ross Aldy
Communication and Listening Skills	6.0	David Hayes
Complaints/Compliments	6.0	Linda Ross Aldy
CPM Project Workshop	2.0	Shelly Smith
Crisis! When Traditional Communications...	6.0	Linda Ross Aldy
Customer Service	6.0	Linda Ross Aldy
Effective Use of Electronic Presentations	7.0	Amy Eifling
Effective Use of Visual Aids	6.0	David Hayes
Etiquette in Business	6.0	Linda Ross Aldy
Interpersonal Communication Skills	6.0	Brenda Hiatt
Overview of Government Processes	3.0	Joe Goff
Positive Work Environment	3.0	Deanne Mosley
Powerful and Painless Presentations	7.0	David Hayes
Practical Ways to Have a Balanced Life	6.0	Ann Homer Cook
Solve the Puzzle of Completing the JCQ	6.0	Patsy Cook
Team Building for Improved Effectiveness	6.0	Chuck Sampson
Time Management	6.0	Becky Baum
Time Well Spent	6.0	Glenda Lester
Understanding Diversity	6.0	David Hayes

*Advanced Writing - Attendance is required for Levels I-III. The 7.0 elective hours for this course will be applied towards Levels IV-VI.
If you attended one of these sessions within a two (2) year period prior to entering the CPM Program, complete an *Elective Instruction Review* form in order to obtain credit.

CPM Required Source Electives List - Levels IV-VI

Course Name	Elective Hours	Approved Instructor(s)
ABCs and 123s of Public Purchasing in MS	3.0	Don Buffum
Advanced Presentation Skills	7.0	Kevin Russell
Advanced Writing (Writing Advantage ™)	7.0	Nikki Butler, Renee' Scales
A Bomb Just Exploded, What Do I Do Now?	6.0	Randall Robbins
Applying Myers-Briggs	6.0	Marianne Gaudin
Building Better Organizations Through Competencies	6.0	Becky Baum, Amy Eifling, Jan Walker
Conquering Conflict	6.0	Brenda Hiatt
Developing Competencies for HR Success (IPMA) **Effective 3/20/2001 - 24 CPM Hours**	24.0	Dianne Macon, Renee' Scales
Developing Self-Awareness	6.0	Randall Robbins
Developing Trust in Your Employees/Co-workers	6.0	Lynda Hunsicker
The Dynamics of Change ("Teaching New Tricks...")	6.0	Amy Whitten
E-Government: MS - Open for Business 24 Hours!	3.0	Cille Litchfield
Effective and Legal Interviewing Skills	6.0	Elizabeth Semko, Amy Whitten
Emotional Intelligence	6.0	Ann Homer Cook
Finding Out What Your Customers Want	3.0	Lynda Hunsicker
The ❂ Roles of Leadership	16.0	Becky Baum
Gender in the Workplace	6.0	Joann Mickens, Elizabeth Semko
Goal Setting for Managers	6.0	Randall Robbins
Hiring for Excellence	6.0	Randall Robbins
How to Conduct a Workplace Investigation	6.0	Deanne Mosley
HR Legal Application Practices	6.0	Boty McDonald
Individual Employee Development Planning	3.0	Jan Walker
The Intergenerational Workplace	6.0	Joann Mickens, Elizabeth Semko
Leadership IQ: What's Yours?	6.0	Randall Robbins
Leadership Strategies for the Public Sector	6.0	David Hayes

CPM Required Source Electives List - Levels IV-VI (Continued)

Course Name	Elective Hours	Approved Instructor(s)
The Legal Rights/Responsibilities of Public Managers	6.0	Joe Goff
Ethics 4 Everyone	3.0	Becky Baum
Making Diversity Work	6.0	David Hayes
Managerial Courage	6.0	Linda Ross Aldy
Managing Difficult People	6.0	Randall Robbins
Managing in Tough Times	6.0	Ann Homer Cook
Managing Managerial Stress	3.0	Becky Baum, Marianne Gaudin
Management of Multiple Priorities for Managers	6.0	Becky Baum
Motivation for Managers	3.0	Nikki Butler
Negotiation Skills	6.0	Boty McDonald
Organizational Culture: Is It Built on Yazoo Clay?	6.0	Randall Robbins
Peacekeeping Strategies for the Workplace	6.0	David Hayes
Performance Appraisal Review (PAR)	7.0	Patsy Cook, Jan Walker
Practical Strategies for Public Communication	6.0	Brenda Hiatt
Productive Group Meetings	6.0	Glenda Lester
Promoting & Maintaining a Respectful Work Environment	3.0	Deanne Mosley
Protecting Your Agency's Assets	3.0	William Morehead
The Professional Coach	6.0	Amy Whitten
The Public Manager's Legal Toolbox **Effective 07/01/2001**	6.0	Amy Whitten
Quality Improvement (QI)	7.0	Robert Boothe, Jan Walker
Understanding the Legislative Process	3.0	Ted Booth
Untangling the Web of ADA, FMLA/Worker's Comp	3.0	Joe Goff
Using Competencies to Hire and Develop Star Performers	6.0	Becky Baum, Amy Eifling, Lesly Lloyd, Jan Walker
Using Competencies to Improve Performance	6.0	Jan Walker
The 7 Habits of Highly Effective People	18.0	Marianne Gaudin, David Hayes, Lesly Lloyd, Jan Walker , Amy Whitten (**all Franklin Covey certified instructors approved for IV-VI credit**)
Systems Thinking: Changing the Way We Look...	6.0	Becky Baum, Amy Eifling
Using DiSC Dimensions of Behavior for Management Success	6.0	Rob Benson

AGENCY CPM COORDINATORS

Board of Medical Licensure	Rhonda Freeman	987-3079	**Dept. of Public Safety**	Cheryl Lunsford	987-1568
City of Columbus	Kenneth Moore	662-329-5153	**Dept. of Rehabilitation Services**	Renee Woodward	853-5260
City of Hattiesburg	Eddie R. Myers	545-4502	**Dept. of Transportation**	Danada McMurtry	359-7350
City of Pascagoula	Brenda Digges	228-938-6602	**Division of Medicaid**	Rachel Shinard	359-6640
City of Ridgeland	Becky Dixon	856-7113	**Education**	Ethel Carson	359-2121
Ridgeland Fire Dept.	Capt. Kendall Golden	856-8405	**Emergency Manage. Agency**	Mandy Mitchell	360-0940
City of Starkville	John Young	662-323-4583	**Employment Security**	Ruby Walker	961-7536
City of Tupelo	Daphne Holcombe	662-841-6509	**Environmental Quality**	Jessica Dykes	961-5028
Tupelo Fire Department	Michael C. Burns	662-841-6439	**Forestry Commission**	Ken Frazier	359-1386
Dept. of Agriculture/Comm.	Stella Cessna	359-1152	**Gaming Commission**	Patsy Knowles	351-2819
Dept. of Archives/History	Clara McKinnon	576-6866	**ITS**	Michele Blocker	359-5111
Dept. of Banking/Cons. Fin.	Stacy Guynes	359-9206	**Library Commission**	Cheryl Mott	961-4042
Dept. of Corrections	Ruby Weathers	359-5703	**MLEOTA**	Jerry Gardner	933-2100
S. MS Correctional Facility	Virginia Scott	601-394-5600	**MS Bureau of Narcotics**	Pat Davis	371-3655
Dept. of Finance/Admin.	Karen Holloway	359-2514	**MS Crime Lab**	Julia James	987-1610
MMRS	Cille Litchfield	359-1433	**MS Development Authority**	Nikki Butler	359-9359
Dept. of Health	Tommye Kirksey	576-7453	**MS Military Dept.**	Linda Butler	313-6214
Dept. of Human Services	Jackie Nelson	359-4396	**MS Public Broadcasting**	Jay Woods	432-6318
Dept. of Insurance	Venetrese Handford	359-5106	**Office of the Attorney General**	Tanya Rass	359-6358
Dept. of Marine Resources	Katie Rosetti	800-374-3449 Ext. 5257	**Office of the State Auditor**	Becky McNelis	576-2648
Dept. of Mental Health	Dr. Mardi Allen	359-1288	**PEER Committee**	James Barber	359-1226
Boswell Regional Ctr.	Suzie Smith	867-5079	**PERS**	Diane Mattox	359-2244
Central MS Resident. Ctr.	Shelly Carlisle	683-4254	**Secretary of State's Office**	Missy Saxton	359-1350
Ellisville State School	Dr. Allen Hawkins	477-9384	**State Aid Road Const. Div.**	Martha Ludke	359-7133
Hudspeth Regional Ctr.	Clarissa McMurtry	664-6072	**State Fire Academy**	Laura Allen	932-2444
East MS State Hospital	Mary Ferguson	601-482-6186	**State Personnel Board**	Shelly Smith	957-1419
Juvenile Rehab. Facility	Rachel Britt	823-5700	**State Tax Commission**	Kathryn Breeland	923-7754
North MS Regional Ctr.	Yzonna Orange	662-234-1476	**Veterans' Home Purchase Board**	Sterling Knight	576-4815
South MS Regional Ctr.	Jane Swett	228-867-1384	**Wildlife, Fisheries, and Parks**	Betty Ash	432-2138
MS State Hospital	Marc Lewis	351-8233	**University Medical Center**	Rutha Smith	984-4130
North MS State Hospital	Kim Sistrunk	662-690-4262			
South MS State Hospital	Linda Eaton	601-794-0190			
Weems Comm. Mental Health	Kristi Dearing	601-483-4821			
Specialized Treat. Facility	Stacy Miller	228-328-6000			

MS CERTIFIED PUBLIC MANAGER PROGRAM
JANUARY – JUNE 2005

MONTH	DATES	SESSION	LOCATION
January 2005	January 10 – 14	CSM Level 2	SPB Training Center
	January 11	CSM Orientation	SPB Training Center
	January 24 - 28	CSM Level 1	SPB Training Center
February 2005	February 1	MCPM Advanced Writing	SPB Training Center
	February 2	CSM Project Workshop	SPB Training Center
	February 14 – 18	CPM Level 4	SPB Training Center
March 2005	March 15 – 17	CPM Cluster II - *Worth 18 hours Levels 4-6 electives **	SPB Training Center
	March 21 – 25	CSM Level 3	SPB Training Center
April 2005	April 1	CSM Orientation	NMRC, Oxford
	April 4 – 8	CSM Level 2	SPB Training Center
	April 13	CSM Orientation	SPB Training Center
		CPM Special Elective Session	Louisville, MS
	April 18 – 21	*Worth 30 hours Levels 4-6 electives **	(Lake Tiak O'khata)
		CPM Mini Cluster I -	
May 2005	May 5 - 6	*Worth 13 hours Levels 4-6 electives **	SPB Training Center
	May 9 – 13	CSM Level 1	SPB Training Center
	May 9 – 13	CSM Level 1	NMRC, Oxford
	May 10	CSM Project Workshop	SPB Training Center
	May 11	MCPM Advanced Writing	SPB Training Center
	May 16 – 20	CPM Level 6	To Be Announced
June 2005	June 6 – 10	CPM Level 5	SPB Training Center
	June 9 – 10	CPM Executive Seminar **(attendance of Level 6 is required prior to this session)**	To Be Announced
	June 17	CSM/CPM Graduation	To Be Announced
	June 20 – 24	CSM Level 3	SPB Training Center
	June 20 – 24	CSM Level 2	NMRC, Oxford

*See the January – June 2005 Professional Development Courses schedule for a Listing of CSM and CPM Electives Offered through SPB.

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MS CERTIFIED PUBLIC MANAGER PROGRAM
July – December 2005

TENTATIVE (dates subject to change)

MONTH	DATES	SESSION	LOCATION
July 2005	July 11 – 15	CSM Level 2	SPB Training Center
	July 19	CSM Orientation	SPB Training Center
August 2005	August 8 – 12	CSM Level 1	SPB Training Center
	August 16	MCPM Advanced Writing	SPB Training Center
	August 17	CSM Project Workshop	SPB Training Center
September 2005	September 12 – 16	CSM Level 4	SPB Training Center
	September 19 - 23	CSM Level 3	SPB Training Center
	September 26 – 30	CPM Special Elective Session	To Be Announced
October 2005	October 3 – 7	CSM Level 2	SPB Training Center
	October 13	MCPM Instructor Retreat	To Be Announced
	October 24 – 28	CPM Level 6	SPB Training Center
November 2005	November 1	MCPM Advanced Writing	SPB Training Center
	November 2	CSM Project Workshop	SPB Training Center
	November 9 – 10	CPM Executive Seminar **(attendance of Level 6 is required prior to this session)**	SPB Training Center
	November 14 – 18	CSM Level 1	SPB Training Center
December 2005	December 5 – 9	CPM Level 5	SPB Training Center
	December 12 - 16	CSM Level 3	SPB Training Center
	December 16	CSM/CPM Graduation	To Be Announced

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MISSISSIPPI STATE PERSONNEL BOARD ◙ CERTIFIED PUBLIC MANAGER PROGRAM

Module Title	Emotional Maturity	Macro-Oriented	Working with Others	Results-Oriented	Self-Management	Resource Management	Interpersonal Skills
CORE PUBLIC SECTOR AND MANAGEMENT COMPETENCIES							
CPM LEVEL I							
Module I Personal Styles (MBTI)	•		•	•	•		•
Module II Interpersonal Communication	•		•	•	•		•
Module III Concepts of Quality Management	•	•	•	•	•	•	•
Module IV Developing Strategy		•	•	•		•	•
Module V Understanding Leadership	•	•	•	•	•		•
CPM LEVEL II							
Module I Leadership and Group Dynamics	•	•	•	•	•	•	•
Module II Motivation	•	•	•	•	•		
Module III Coaching Counseling/Performance Management	•	•	•	•	•		•
Module IV Problem Solving/Decision Making	•	•	•	•	•	•	•
Module V Management of Conflict	•	•	•	•	•		•
Module VI Ethics	•	•	•		•		•
CPM LEVEL III							
Module I Managing Organizational Pressures	•	•	•	•	•		•
Module II Organizational Communication	•	•	•	•	•		•
Module III Legal Liability of the Public Manager	•	•	•		•		•
Module IV Organizational Change	•	•	•	•	•	•	•
Module V Project Management	•	•	•	•	•	•	•
CPM LEVEL IV							
Module I Organization Climate, Culture and Change/Excellence in the Public Sector	•	•	•	•	•	•	•
Module II Power and Influence in Organizations	•	•	•	•	•		
On-site Management Case Study/Presentation	•	•	•	•	•	•	•
Individual Evaluation	•		•	•	•		•

MISSISSIPPI STATE PERSONNEL BOARD ◉ CERTIFIED PUBLIC MANAGER PROGRAM

Module Title	Emotional Maturity	Macro-Oriented	Working with Others	Results-Oriented	Self-Management	Resource Management	Interpersonal Skills
CORE PUBLIC SECTOR AND MANAGEMENT COMPETENCIES							
CPM LEVEL V							
Module I Strategic Planning	●	●	●	●		●	●
Module II Performance Measurement	●	●		●	●		
Module III Resource Management	●	●	●	●		●	
Module IV Resource Acquisition	●		●		●	●	●
Module V Performance Measurement	●	●		●	●		
Module VI Budget Presentations	●	●	●	●	●	●	●
CPM LEVEL VI							
Module I Introduction to the Public Policy Process		●	●	●		●	
Module II The Role of Public Advocacy in Pubic Policy	●	●	●	●	●		
Module III The Role of Public Interest Groups in Public Policy	●		●	●			
Module IV The Role of Local Media in Public Policy	●		●				
Module V The Role of the Governor's Office in Public Policy	●		●				●
Module VI The Legislative Process	●	●	●	●		●	●
Module VII Effective Public Relations for Public Organizations	●	●	●	●	●		●
Module VIII The Role of Various Agencies in Public Policy		●	●				
Module IX Legislative Oversight		●	●	●			
Module X How to Make Effective Presentations to Public Officials	●	●		●	●		●
Case Exercise: Making Public Policy Through Strategy, Organization, Research and Presentation	●	●	●	●	●	●	●
Group Program Evaluation	●		●	●	●		●
Level VI Writing Assignment	●	●	●	●	●	●	●
Executive Seminar	●			●			●

Competency Descriptions

Emotional Maturity: Conducts oneself in a professional, consistent manner when representing the organization. Exhibits the ability to work through challenges and create opportunities. Has the ability to work through adversity and hold self and others accountable for work actions. Takes risks appropriate to ones level of responsibility. Acts as a settling influence in a crisis.

Macro-Oriented: Understands and appropriately applies procedures, requirements, and regulations related to specialized areas of expertise. Understands effects of decisions on the organization and on other organizations. Exercises good judgment, makes sound, well informed decisions. Acts as a change agent by initiating and supporting change within the agency.

Working with Others: Creates effective teams; shows a willingness to get work done through others; supports, motivates and is an advocate for staff. Monitors workloads and provides feedback. Clearly and comfortably delegates work, trusting and empowering others to perform. Reinforces and rewards team efforts and positive behaviors. Is fair, yet firm with others.

Results-Oriented: Identifies, analyzes, and solves problems. Plans effectively to achieve or exceed goals, sets and meets deadlines. Develops standards of performance and knows what and how to measure.

Self -Management Skills: Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit; works effectively and cooperatively with others to achieve goals. Maintains a positive attitude. Effectively manages emotions and impulses. Treats all people with respect, courtesy, and consideration. Communicates effectively. Remains open to new ideas and approaches. Avoids conflicts of interest. Promotes cooperation and teamwork. Continuously evaluates and adapts, copes effectively with change. Allows self and others to make mistakes and learns from those mistakes. Adheres to high ethical standards.

Resource Management: Demonstrates ability to plan, prioritize and organize. Acquires and effectively and efficiently administers and allocates human, financial, material and information resources.

Interpersonal Skills: Shows understanding, courtesy, tact, empathy and concern; develops and maintains relationships. Demonstrates cross cultural sensitivity and understanding. Identifies and seeks to solve problems and prevent or resolve conflict situations. Encourages others through positive reinforcement. Expresses facts and ideas both verbally and in writing in a clear, convincing and organized manner, helping others translate vision into action. Models appropriate behavior. Recognizes and develops potential in others, mentors.

MS CERTIFIED PUBLIC MANAGER PROGRAM

SPECIAL LEVEL IV-VI ELECTIVE EVENT- *Lake Tiak O'Khata,* Louisville, MS

APRIL 18 – 21, 2005 **–** *PROPOSED AGENDA (Subject to Change)*

MONDAY, April 18, 2005

9:30 A.M. - 11:30 A.M.	*Using DiSC Dimensions of Behavior for Management Success (Rob Benson)* (6 Hrs)
11:30 A.M. – 12:00 P.M.	LUNCH
12:00 P.M. - 3:30 P.M.	*Using DiSC Dimensions of Behavior for Management Success (continued)*
4:00 P.M. - 5:30 P.M.	*Protecting Your Agency's Assets (William Morehead)* (3 Hrs)
5:30 P.M. - 6:00 P.M.	SUPPER
6:00 P.M. – 7:30 P.M.	*Protecting Your Agency's Assets (continued)*

TUESDAY, April 19, 2005

9:00 A.M. - 12:00 P.M.	*Using Competencies to Hire and Develop Star Performers (Lesly Lloyd)* (3 Hrs)
12:00 P.M. - 1:00 P.M.	LUNCH
1:00 P.M. - 5:00 P.M.	*Practical Strategies for Public Communication (Brenda Hiatt)* (6 Hrs)
5:00 P.M. - 6:00 P.M.	SUPPER
6:00 P.M. - 8:00 P.M.	*Practical Strategies for Public Communication* (continued)

WEDNESDAY, April 20, 2005

8:00 A.M. - 8:45 A.M.	BREAKFAST
9:00 A.M. – 11:30 A.M.	*Management of Multiple Priorities (Becky Baum)* (6 Hrs)
11:30 A.M. - 12:30 P.M.	LUNCH
12:30 P.M. - 4:00 P.M.	*Management of Multiple Priorities (continued)*
5:00 P.M. - 6:00 P.M.	SUPPER

THURSDAY, April 21, 2005

7:30 A.M. - 8:30 A.M.	BREAKFAST/CHECKOUT
8:30 A.M. - 11:30 A.M.	*The Intergenerational Workplace (Joann Mickens)* (6 Hrs)
11:30 A.M. - 12:30 P.M.	LUNCH
12:30 P.M. - 3:30 P.M.	*The Intergenerational Workplace (continued)*

Note: Times are tentative and will be adjusted as necessary to meet the needs of participants, instructors, and meal service. Preference will be given to full session registrants Level IV-VI. If attending partial program, please plan to arrive early and/or stay late for your session.

COURSE DESCRIPTIONS
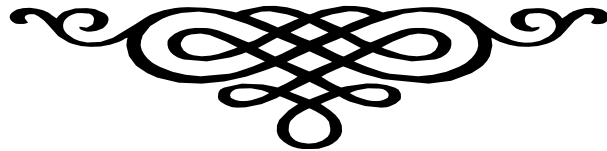
ABC's & 123's OF PUBLIC PURCHASING IN MISSISSIPPI

INSTRUCTOR: DON BUFFUM, CPPO, CPM

OBJECTIVES:
This course is an introductory course in public purchasing in the State of Mississippi. This course is recommended for those just entering the purchasing profession as well as managers and others who deal with purchasing issues.
- the purpose and value of public purchasing
- the purchasing cycle
- bid thresholds
- state contracts
- brief overview of specification writing
- where to go for help; single source; emergency; and other areas of interest

TARGET AUDIENCE: Supervisory/Management and Purchasing Agents
3 Hours CPM Selected Required Elective Credit

A BOMB JUST EXPLODED, WHAT DO I DO NOW?
The Most Devastating Mistakes Managers Make and How to Resolve Them

INSTRUCTOR: RANDALL ROBBINS, Ph.D.

OBJECTIVES:
This workshop focuses on the worst mistakes managers make and gives some definitive, concrete, positive measures or tactics that you can use to correct these mistakes or learn how to avoid them. Participants will learn:
- How to be prepared for advancement by assuming responsibility
- How to inspect your department like an efficiency expert
- How to make sure the job is understood, supervised, and accomplished
- How to go for the maximum, instead of accepting the minimum
- How to bring out the best in your employees

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

ADVANCED CULTURAL DIVERSITY

INSTRUCTOR: DAVID HAYES

OJECTIVES:
- To formulate greater sensitivity and ability to relate to people that differ in terms of age, culture, race, gender, lifestyle, and /or physical ability
- To learn how to recognize bias and prejudice and its impact on others
- To examine both opportunities and challenges presented by the diversity in our organizations
- To understand how cultural and diversity-related variables can impact our ability to relate to coworkers

TARGET AUDIENCE: All Staff
6 hours CPM Open Elective Credit
Required elective for ASCP II

ADVANCED PRESENTATION SKILLS

INSTRUCTOR: KEVIN RUSSELL

OBJECTIVES:
- Learn advanced methods and techniques for captivating an audience's attention (The Great Beginning)
- Learn creative methods and techniques for conveying the central idea (Tell Them What You Are Going to Tell)
- Learn creative methods and techniques for inspiring the audience to action (Making Them March)
- Build further confidence in one's ability to speak in impromptu and informal situations
- Practice advanced presentation skills by preparing, delivering, and critiquing oral presentation

TARGET AUDIENCE: All Staff responsible for delivering presentations
7 Hours CPM Selected Required Elective Credit

ADVANCED WRITING

INSTRUCTOR: NIKKI L. BUTLER, CPM or RENEE' SCALES, CPM

OBJECTIVES:
The success of the most important things you do every day depends upon your ability to communicate. With effective writing skills, you are able to get the right message across to achieve the results you want. This Writing Advantage^{TM} workshop will give you the skills to:
- Improve productivity by writing quickly and easily and increase credibility with quality writing that reflects your best ideas and abilities
- Become a confident writer using proven communication standards
- Build skills to prepare you to achieve a successful CPM Project

TARGET AUDIENCE: Supervisory/Management
7 Hours CPM Selected Required Elective Credit
Required for the CPM Program

APPLYING THE MYERS-BRIGGS TYPE INDICATOR:
An Interactive Workshop for Managers

INSTRUCTOR: MARIANNE GAUDIN, CPM

OBJECTIVES:
- Review the Sixteen Personality Types (MBTI)
- Analyze participants' "Management Styles"
- Learn how to manage subordinates of different types
- Analyze the "fit" between participants and their organizations
- Apply type theory to various management areas, such as team building, problem solving, and communication

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

BIRDS OF A FEATHER:
Using Behavior to Improve Listening and Communication

INSTRUCTOR: DAVID HAYES

OBJECTIVES:

In this highly-interactive class, participants will:

- Examine personal growth opportunities resulting from effective listening and awareness of the impact of communication "filters"
- Examine the impact of an individual's behavior style ("owl," "eagle," "peacock" or "dove") on the listening and communication process
- Explore effective ways to communicate with individuals based on their dominant behavior style
- Learn how to develop and practice "active" listening skills
- Learn how to communicate effectively when managing disagreements and resolving conflicts

TARGET AUDIENCE: Staff/Supervisory/Management
6 Hours CPM Open Elective Credit

BUILDING BETTER ORGANIZATIONS THROUGH COMPETENCIES

INSTRUCTOR: BECKY BAUM, CPM

OBJECTIVES:

- Learn about the State Personnel Board overview of the development of the competency model
- Understand how to develop good competencies and behavioral anchors
- Understand the role of competencies in employee recruitment
- Understand the link between competencies and behavioral interviewing
- Learn the behavioral interviewing process

TARGET AUDIENCE: HR/Training Personnel/Managers/Supervisors
6 Hours CPM Selected Required Elective Credit

BUILDING BLOCKS OF SUPERVISION

INSTRUCTOR: MARIANNE GAUDIN, CPM

OBJECTIVES:

- Learn the communication continuum
- Gain tips on motivation and delegation
- Learn why you should "break the Golden Rule"
- Discover if you are a "stress carrier"
- Learn verbal/non-verbal communication skills and develop listening skills
- Gain a better understanding of time management
- Learn decision-making skills
- Understand the difference between tunnel vision and creative problem solving

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Open Elective Credit

COMMUNICATING WITH EMPLOYEES:
The Critical Link

INSTRUCTOR: LINDA ROSS ALDY

OBJECTIVES:
- Learn the value of employee feedback
- Select appropriate tools for your agency's employee communications program
- Learn why employee communications is not *JUST a PR Department function*

TARGET AUDIENCE: Public Relations Staff/Supervisory/Management
6 Hours CPM Open Elective Credit

COMMUNICATION AND LISTENING SKILLS

INSTRUCTOR: DAVID HAYES

OBJECTIVE:
Of all the skills that may be developed, none are more important than the ability to communicate, in general, and listen, in particular. Participants will learn how to communicate effectively with co-workers in this interactive class. They will learn how to use "active" listening skills to make sure that the message sent is, in fact, equal to the message received by others.
- To examine the impact of individual 'filters' on the communication process
- To compare the advantages and disadvantages of one-way and two-way communication
- To learn how to develop and improve "active" listening skills
- To avoid assumptions that can lead to miscommunication both orally and in writing
- To explore the impact of nonverbal messages on the communication process
- To learn how to use effective communication and listening skills to build consensus

TARGET AUDIENCE: All employees who would benefit from improvement in their ability to listen and communicate
6 Hours CPM Open Elective Credit

COMPLAINTS & COMPLIMENTS

INSTRUCTOR: LINDA ROSS ALDY

OBJECTIVES:
- Learn why complaints should be treasured
- Learn how to react to compliments
- Develop a complaint management plan designed to enhance service delivery, image and employee morale
- Use compliments for boosting employee morale, public perception, and service

TARGET AUDIENCE: Public Relations Staff/Supervisory/Management
6 Hours CPM Open Elective Credit

CONQUERING CONFLICTS

INSTRUCTOR: BRENDA HIATT

OBJECTIVES:
- Learn about verbal and non-verbal communication
- Learn about conflict and confrontation situations
- Learn response techniques for resolving conflict
- Learn about conflict management styles and strategies
- Learn about organizational attitudes and conditions

TARGET AUDIENCE: Staff/Supervisory/Management
6 Hours CPM Selected Required Elective Credit

CRISIS!
WHEN PUBLIC RELATIONS (PR) AND TRADITIONAL COMMUNICATIONS WON'T WORK

INSTRUCTOR: LINDA ROSS ALDY

OBJECTIVES:
- Identify up to 25 potential crisis situations for your agency
- Prepare for almost every situation
- Select the appropriate players for your crisis communication team
- Learn a basic crisis communication drill

TARGET AUDIENCE: Public Relations Staff/Supervisory/Management
6 Hours CPM Open Elective Credit

CULTURAL DIVERSITY

INSTRUCTOR: ELIZABETH SEMKO, Ph.D.

OBJECTIVES:
- Learn the legal "do's" and "don'ts" of managing a culturally-diverse workplace
- Understand the nature of biases and preconceptions
- Recognize acts and omissions that cause employees to feel isolated, unimportant, and unwanted
- Develop strategies to capitalize on diversity
- Share down-to-earth techniques for minority success in the workplace

TARGET AUDIENCE: All Staff
(Note: This course meets the "Diversity" requirement for ASCP I.)

CUSTOMER SERVICE

INSTRUCTOR: LINDA ROSS ALDY

OBJECTIVES:
- Learn why outstanding customer service is every state employee's responsibility
- Learn how customer service can affect the image of and funding for your agency
- Develop the skills to deal with internal and external customers
- Learn how effective customer service skills can make your job easier and more enjoyable

TARGET AUDIENCE: Staff/Supervisory/Management
6 Hours CPM Open Elective Credit

DEALING WITH DIFFICULT CUSTOMERS

INSTRUCTOR: DAVID HAYES

OBJECTIVES:
- To examine the difference between "caring" and "uncaring" or indifferent customer service
- To examine the impact of our ethics, values, and attitudes on our approach to customer service...especially when dealing with "difficult" customers
- To explore the impact of the personal and content "messages" that we send to customers with each interaction
- To examine some of the major reasons that customers become upset and what they want once they are upset
- To learn how to effectively manage both close-ended and open-ended questions when dealing with upset or "difficult" customers
- To learn how to be proactive rather than reactive when dealing with upset or "difficult" customers

TARGET AUDIENCE: All Staff
3 Hours CPM Open Elective Credit
Required elective for ASCP III

DEVELOPING SELF-AWARENESS

INSTRUCTOR: RANDALL ROBBINS, Ph.D.

OBJECTIVES:
Participants will
- Learn why it is important to increase self-awareness
- Learn how to increase self-awareness
- Learn individual control self-assessment techniques
- Learn what your leadership preference is
- Learn your level of emotional intelligence
- Identify your cognitive processing style
- Learn how to self-disclose and solicit feedback

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

DEVELOPING TRUST IN YOUR EMPLOYEES/CO-WORKERS

INSTRUCTOR: LYNDA HUNSICKER, CPM

OBJECTIVES:
- Understand the importance of trust in the workplace
- Identify ways to develop trust
- Learn the importance of keeping your word (MBA)
- Practice giving and receiving positive feedback
- Increase self-esteem

TARGET AUDIENCE: Staff/Supervisory/Management
6 Hours CPM Selected Required Elective Credit

EFFECTIVE AND LEGAL INTERVIEWING SKILLS

INSTRUCTOR: ELIZABETH SEMKO, Ph.D.

OBJECTIVES:
- Understand the legal ramifications of interviewing, including ADA requirements
- Learn guidelines for conducting legally-defensible interviews
- Review and practice various interviewing approaches, including behavior description and situational questions
- Learn to ask the right questions and to listen to and interpret the answers
- Learn to conduct effective background investigations

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

EFFECTIVE PRESENTATION SKILLS

INSTRUCTOR: CHUCK SAMPSON

OBJECTIVES:
- Overcome the natural fear of public speaking
- Develop effective presentation skills
- Learn techniques of delivery and learn to use presentation aids
- Present and critique

TARGET AUDIENCE: All staff whose jobs require them to make presentations
7 Hours CPM Open Elective Credit

EFFECTIVE USE OF ELECTRONIC PRESENTATIONS

INSTRUCTOR: AMY EIFLING

OBJECTIVES:
- Identify and address the differences between traditional and electronic presentations
- Introduce the basic concepts of delivering e-presentations
- Expose participants to developing e-presentations using Microsoft PowerPoint
- Provide pointers for creating high-impact slides

TARGET AUDIENCE: All Staff
6 Hours CPM Open Elective Credit

EFFECTIVE USE OF VISUAL AIDS

INSTRUCTOR: DAVID HAYES

OBJECTIVES:
- Learn to effectively utilize *direct visual aids* (flip charts, posters, chalk boards, etc.)
- Learn to develop/use *projected visual aids* (slides, transparencies, videos, etc.) and props; design and use *hand-outs*
- Learn to effectively present data using *tables and graphs*
- Learn to effectively manage your *most important visual aid...*YOU!

TARGET AUDIENCE: All Staff
6 Hours CPM Open Elective Credit

E-GOVERNMENT:
Mississippi Open for Business 24 Hours!

INSTRUCTOR: CILLE LITCHFIELD

OBJECTIVES:
Participants will learn the following:
- What is e-government anyway?
- How do we get there from here?
- How does this fit into the State's "legacy system" environment?
- What's in it for me?

TARGET AUDIENCE: Staff/ Supervisory/ Management
3 Hours CPM Selected Required Elective Credit

EMOTIONAL INTELLIGENCE:
The New Yardstick in Leadership, Development, Performance, and Career Advancement

INSTRUCTORS: ANN HOMER COOK, Ph.D. and MARILYN BEACH, Ph.D.

OBJECTIVES:
- To identify the new criteria and traits that determines excellence in leadership and performance--Self Awareness, Self Regulation, Social Awareness and Relationship Management
- To learn how Emotional Intelligence relates to effectiveness in the workplace of the future and why it is crucial to career development
- To identify leadership and management competencies with regard to Emotional Intelligence
- To participate in interactive group projects focused on learning techniques for improving Emotional Intelligence competencies and developing Emotional Intelligence in work groups
- To learn how MBTI® relates to Emotional Intelligence

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

ETHICS 4 EVERYONE
Formerly "Making Tough Ethical Decisions"

INSTRUCTOR: BECKY BAUM, CPM

OBJECTIVES:
Every employee is faced with ethical dilemmas in their daily work life. Often these dilemmas test the value systems of the individual as well as the values of the organization. This course provides no firm answers, but offers a system by which to view the situation and approaches to take for making ethical decisions.
- Review the basic definitions of ethics
- Discuss individual and organizational value systems
- Define and analyze right verses right ethical decisions
- Practice viewing ethical dilemmas from various perspectives

TARGET AUDIENCE: Supervisory/Management
3 Hours CPM Selected Required Elective Credit

ETIQUETTE IN BUSINESS

INSTRUCTOR: LINDA ROSS ALDY

OBJECTIVES:
- Learn about professional image tips for men and women
- Learn how to make positive first impressions
- Learn proper etiquette in business and proper business greeting and introduction
- Learn about the art of business conversation

TARGET AUDIENCE: Staff/Supervisory/Management
6 Hours CPM Open Elective Credit

FINDING OUT WHAT YOUR CUSTOMERS WANT

INSTRUCTOR: LYNDA HUNSICKER, CPM

OBJECTIVES:
- Understand the use of focus groups for planning purposes
- Identify a successful focus group activity
- Learn the basics of preparing focus group discussion questions

TARGET AUDIENCE: All Staff
3 Hours CPM Selected Required Elective Credit

GENDER IN THE WORKPLACE

INSTRUCTOR: ELIZABETH SEMKO, Ph.D.

OBJECTIVES:
This seminar helps participants gain an understanding of gender issues and how these issues may be dealt with in a manner that preserves the integrity and takes advantage of the potential contributions of all members of the workforce. You will learn how to:
- Identify ways in which sex role expectations have changed, as well as the way in which they have remained the same
- Explore socialization forces that influence women's and men's aspirations, occupational choices, and successes
- Explore the ways in which males and females stereotype each other
- Examine personal reactions to workplace situations with sexual overtones
- Examine how expectations for managerial behavior are "gendered" and how these expectations may restrict managerial effectiveness
- Identify the qualities of equalitarian relationships at work

TARGET AUDIENCE: Staff/Supervisory/Management
6 Hours CPM Selected Required Elective Credit

GOAL SETTING FOR MANAGERS:
Always Identify Your Target Before You Fire the Gun

INSTRUCTOR: RANDALL ROBBINS, Ph.D.

OBJECTIVES:
- Learn to analyze your environment -- a prerequisite for goal setting
- Become aware of the difference between a goal and a tactic
- Identify what you must do before goal setting begins
- Learn the 10 key steps in the goal setting process
- Identify how to develop "SMARTER" goals and Become aware of the 8 steps to writing goals
- Learn to use the GOALS GRID -- a tool for clarifying goals

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

HIRING FOR EXCELLENCE:
Finding the Diamond in the Rough

INSTRUCTOR: RANDALL ROBBINS, Ph.D.

OBJECTIVES:
- Learn how to define specifically your talent requirements and become aware of <u>where</u> to look to find great talent
- Identify a step-by-step process for selecting the best people
- Learn the steps to a successful interview
- Become knowledgeable in what questions get results
- Know the questions you <u>cannot</u> ask
- Learn the 4 rules for hiring smart
- Learn to use the GROW MODEL to <u>keep</u> good talent

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

HOW TO CONDUCT A WORKPLACE INVESTIGATION

INSTRUCTOR: DEANNE MOSLEY, J.D., CPM

OBJECTIVES:
With the EEOC reporting an ever increasing number of workplace harassment complaints, it is more important than ever for agency personnel to know how to react and handle complaints. Employers have a legal duty to promptly and thoroughly investigate complaints of harassment, discrimination and retaliation that occur in the workplace. Topics include, but are not limited to, the following:
- Determining if an investigation is necessary
- Identifying the scope, goals, and time line of the investigation
- Learning interviewing techniques and questions the EEOC recommends asking parties and witnesses
- Concluding the investigation and determining appropriate recommendations and actions

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

HOW TO MANAGE MULTIPLE PRIORITIES

INSTRUCTOR: BECKY BAUM, CPM

OBJECTIVES:
This session is designed for anyone who is faced with the responsibility of handling multiple tasks and projects. The session addresses the following areas and provides samples of easy to use tools for managing priorities.
- The Juggling Act - identifying and balancing tasks, not simply time management
- Reviewing the importance of communication in achieving maximum productivity in a multitasking world and realizing the advantages of multitasking
- Getting along with bosses and coworkers during high stress periods

TARGET AUDIENCE: All Staff
6 Hours CPM Open Elective Credit
Required elective for ASCP II

HR LEGAL APPLICATION PRACTICES:
"Here Comes the Judge"

INSTRUCTOR: BOTY McDONALD, J.D.

OBJECTIVES:
- Familiarize the participant with his/her proper role and function in disciplinary and grievance matters
- Experience a simulated administrative hearing, with the participants playing the roles of witnesses, jurors and administrative judges
- Experience direct-examination and cross-examination of witnesses by an attorney
- Understand the process, and the practice, that occurs beyond the administrative hearing when a grievance is appealed to Circuit Court and civil litigation of the matter ensues
- Study, become familiar with, and practice responding to the various methods used in the discovery phase of civil litigation (for example: interrogatories, depositions, production of documents)

TARGET AUDIENCE: Supervisory/Management
6 hours CPM Selected Required Elective Credit

INDIVIDUAL EMPLOYEE DEVELOPMENT PLANNING

INSTRUCTOR: JAN WALKER, CPM

OBJECTIVES:
The question on everyone's mind is "How can we recruit, retain and develop staff to fill the enormous gaps left in the wake of the increasingly rapid exodus of the Baby Boomers?" The answer lies in effectively addressing the following: (1) Targeting our efforts at Generation X and Generation Y, the generations that will fill many of our organizational gaps; (2) Providing training, development and opportunities to advance quickly in order to recruit and retain the members of these younger generations. A key element in addressing each of these areas is **individual employee development**. We must individually tailor staff development plans, known as Individual Development Plans (IDPs), based on an assessment of each employee's level of competency in his or her assigned job and on the employee's career objectives.
- Learn why the concept of IDP is important to organizations and learn how to construct IDPs
- Learn How to Develop a System that supports Individual Employee Development

TARGET AUDIENCE: Supervisory/Management
3 Hours CPM Selected Required Elective Credit

INTERPERSONAL COMMUNICATION SKILLS
FOR MANAGERS

INSTRUCTOR: BRENDA HIATT

OBJECTIVES:
- Learn why effective interpersonal communication skills are critical to the success of any supervisor or manager
- Learn the keys to successful interpersonal communication
- Learn the benefits of and develop improved listening skills
- Assess your personal communication skills

TARGET AUDIENCE: Staff/Supervisory/Management
6 Hours CPM Open Elective Credit

INTERPRETATION OF THE
MYERS-BRIGGS TYPE INDICATOR[*]

INSTRUCTOR: MARIANNE GAUDIN, CPM

OBJECTIVES:
- Interpret the results of the MBTI for each participant
- Analyze participants' "Management Styles"
- Learn the Sixteen Personality Types (MBTI)
- Apply type theory to various management areas, such as team building, problem solving, and communication

TARGET AUDIENCE: Supervisory/Management
[*]CPM participants should NOT take this course as it is covered in Level I.

LEADERSHIP IQ: *What's Yours?*

INSTRUCTOR: RANDALL ROBBINS, Ph.D.

OBJECTIVES:
- Understand the development of cultural values for an organization
- Personalize these values into your leadership style
- Learn the importance of cultural values and leadership style to the success or failure of an organization
- Understand the differences between fear, utility, and principle-centered leadership
- Learn how to integrate values and your leadership style into the organization's strategic plan

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

LEADERSHIP STRATEGIES FOR THE PUBLIC SECTOR

INSTRUCTOR: DAVID HAYES

OBJECTIVES:
In this highly-interactive class, participants will:
- Examine the relationship between leadership, power, and motivation
- Learn how to be an effective leader even when there is no official authoritative or supervisory relationship with other team members
- Learn how to practice "shared leadership" when conducting meetings or engaging in creative problem solving
- Learn how to incorporate private sector "best practices" into your leadership role in the public sector
- Test and evaluate leadership theory using the nationally-recognized leadership training game "Leadout: An Experience in Leadership"

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

MAKING DIVERSITY WORK

INSTRUCTOR: DAVID HAYES

OBJECTIVES:
This *interactive* and stimulating class provides additional information and insight for employees that must supervise and/or relate to a diverse cross-section of individuals in the workplace
- To develop greater sensitivity and ability to relate to people that differ in terms of age, culture, race, gender, lifestyle, and/or physical ability
- To learn effective strategies for handling diversity-related conflicts in the workplace and to understand how cultural and diversity-related variables can impact performance evaluation
- To examine barriers to diversity and problems that arise as employees are faced with change
- To learn how to create a workplace environment where employees feel valued and included

TARGET AUDIENCE: Supervisors and employees who have completed the **"Understanding Diversity"** course and would like to increase their effectiveness in dealing with diversity. This course can also be offered as a comprehensive two-day course.
6 Hours CPM Selected Required Elective

MANAGEMENT OF MULTIPLE PRIORITIES FOR YOURSELF AND THOSE WHO SUPPORT YOU

INSTRUCTOR: BECKY BAUM, CPM

OBJECTIVES:
This session is designed for any level of management faced with the responsibility of handling multiple tasks and projects.   The session addresses the following areas and provides samples of easy to use tools for managing priorities.
- Understanding the hectic work world in which we exist
- The Juggling Act - identifying and balancing tasks, not simply time management
- Reviewing the importance of communication in achieving maximum productivity in a multitasking world and realizing the advantages of multitasking
- Getting along with bosses and support staff during high stress periods

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

MANAGERIAL COURAGE:
When to Speak, When to Shut up and the Wisdom to Know the Difference

INSTRUCTOR: LINDA ROSS ALDY

OBJECTIVES:
- Identify personal and organizational illusions
- Determine environmental barriers to courage
- Develop plans for managing courageous work groups

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

MANAGING DIFFICULT PEOPLE:
Don't Let the Jerks at Work get the Best of You

INSTRUCTOR: RANDALL ROBBINS, Ph.D.

OBJECTIVES:
- Identify and discuss the "top ten" most difficult people
- Discuss "why" they are difficult
- Look through the "lens" of understanding in analyzing difficult people behavior
- Define a tactical plan for dealing with each difficult type
- Learn constructive communication

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

MANAGING IN TOUGH TIMES

INSTRUCTORS: ANN HOMER COOK, Ph.D. and MARILYN BEACH, Ph.D.

OBJECTIVES:
- To understand today's budgetary environment
- To learn new ways to maintain quality of services with less resources
- To develop methods for re-evaluation of functions and delivery systems
- To develop strategies for moving ahead despite decreased budgetary limitations
- To learn how to utilize internal and external collaboration to lessen impact of budgetary constraints.

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

MANAGING MANAGERIAL STRESS

INSTRUCTOR: NIKKI L. BUTLER, CPM

OBJECTIVES:
- Take stress management inventories designed to measure coping strengths
- Discover the advantages of "alternate stress"
- Discuss stressors experienced within the supervisor's role

TARGET AUDIENCE: Supervisory/Management
3 Hours CPM Selected Required Elective Credit

MOTIVATION/ BURNOUT

INSTRUCTOR: LESLY LLOYD, CPM

OBJECTIVES:
This session will focus on identification of the symptoms and causes of burnout, how to know when you may be experiencing burnout and what can be done to alleviate it. During this session participants will also identify the indicators in their work environment that influence their motivation levels and how these can be controlled. Values and goal setting will be included as ways we can better understand how we get and stay motivated. Participants will:
- Identify the cause of burnout and learn the symptoms associated with burnout
- Identify the motivators in their work environment
- Learn how establishing goals contributes to motivation
- Develop goals to work on to achieve greater satisfaction in their jobs

TARGET AUDIENCE: All Staff
3 Hours CPM Open Elective Credit
Required elective for ASCP III

MOTIVATION FOR MANAGERS:
Boost Your Employee Morale and Improve Organizational Results

INSTRUCTOR: NIKKI L. BUTLER, CPM

OBJECTIVES:
This course addresses one of today's most pressing work issues which includes employee retention and burnout. Managers will learn how to bring fun, enthusiasm, accountability, and wholeheartedness to their work and develop a work environment that helps "catch the energy and release the potential" of their employees. This training is based on the *Wall Street Journal* business bestseller *Fish! A Remarkable Way to Boost Morale and Improve Results.*
- Learn how to choose your attitude at work and learn how to enjoy what you do and how to "make your customers' day"
- Learn how to "be present" and focus on your customers' (internal and external) needs

TARGET AUDIENCE: Supervisory/Management
3 Hours CPM Selected Required Elective Credit

NEGOTIATION SKILLS

INSTRUCTOR: BOTY MCDONALD, J.D.

OBJECTIVES:
- Study and understand the basic skills used when successfully negotiating, whether it's at work, with a car dealer, or at home and create a personal system for negotiating
- Study and understand the Competitive vs. Cooperative negotiation
- Understand and be able to analyze the methods of the Power Bargainer and the Problem Solver, and the practical ramifications of each style
- Experiment with and practice different styles of negotiating
- Understand basic principles of contract law that govern many negotiated agreements
- Learn the principles of drafting negotiated agreements
- Review ethical issues in negotiating

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

ORGANIZATIONAL CULTURE:
Is It Built on Yazoo Clay?

INSTRUCTOR: RANDALL ROBBINS, Ph.D.

OBJECTIVES:
- Analyze the role of rituals
- Discuss how culture is communicated
- View the role of organizational culture and analyze the levels of culture in your organization
- Discuss the leader's role in shaping and reinforcing culture
- Discuss changing organizational culture
- Determine whether your culture is strong or weak

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

OVERVIEW OF GOVERNMENT PROCESSES

INSTRUCTORS: JOE GOFF, J.D. and AMY WHITTEN, J.D.

OBJECTIVES:
- Provide an overview of state government
- Provide information of historical reference for employees
- Present information on state agencies and services

TARGET AUDIENCE: All state employees
3 Hours CPM Open Elective Credit
Required elective for ASCP I
Note: Participants in the Basic Supervisory Course should not take this course.

PEACEKEEPING STRATEGIES FOR THE WORKPLACE

INSTRUCTOR: DAVID HAYES

OBJECTIVES:
In this highly interactive and thought-provoking presentation, one of the most explosive workplace issues is examined. In addition to examining the profiles of potentially violent employees, participants will explore proven methods for coping with anger and disagreements and de-escalating crises before they become violent.
- To examine facts, statistics and examples concerning violence in the workplace, with a view to recognizing potentially violent employees before they "explode"
- To develop coping and de-escalation strategies for dealing with angry co-workers, employees and customers
- To learn how to state complaints and resolve issues in a manner that minimizes the chances of escalation to crisis

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

PERFORMANCE APPRAISAL REVIEW

INSTRUCTORS: PATSY COOK or JAN WALKER, CPM

OBJECTIVES:
- Understand and implement the revised Performance Appraisal Review
- Understand the purposes and value of conducting fair and accurate evaluations
- Recognize that top management must support the appraisal process as an inherent and indispensable part of the management process
- Understand that it is critical for all supervisors/managers to receive training for the revised Performance Appraisal Review (PAR)
- Understand the importance of developing the duty/performance standards in conjunction with the annual update of the Job Content Questionnaire

TARGET AUDIENCE: Supervisory/Management
7 Hours CPM Selected Required Elective Credit

POSITIVE WORK ENVIRONMENT

INSTRUCTOR: DEANNE MOSLEY, J.D., CPM

OBJECTIVES:
Since most people spend at least half of their waking hours at work, the workplace environment should be a positive one. The law provides several safeguards to encourage employers to maintain a positive workplace environment for their employees. As an employee you should know what is and what is not acceptable conduct in the workplace environment. Topics in this interactive training session include:
- Laws that prohibit harassment and discrimination
- The State Personnel Board's Workplace Harassment Policy
- Rights and Responsibilities of a person being harassed
- Retaliation and protection for whistleblowers

TARGET AUDIENCE: All Staff
3 Hours CPM Open Elective Credit
Required elective for ASCP III

POWERFUL AND PAINLESS PRESENTATIONS

INSTRUSTOR: DAVID HAYES

OBJECTIVE:
- To learn how to overcome the fear of making a presentation
- To learn how to develop, organize, and customize a presentation for a specific audience
- To learn how to develop and use visual aids, including flipcharts, overheads, handouts, slides, etc.

TARGET AUDIENCE: All Staff who are responsible for presentations
6 hours CPM Open Elective Credit

PRACTICAL STRATEGIES FOR PUBLIC COMMUNICATION

INSTRUCTOR: BRENDA HIATT

OBJECTIVES:
Participants will learn to:
- Manage communication resources to get results
- Build effective public communications
- Create an audience profile
- Build an effective relationship with the media
- Fulfill the manager's role in public communication

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

PRACTICAL WAYS TO HAVE A BALANCED LIFE

INSTRUCTOR: ANN HOMER COOK, Ph.D.

OBJECTIVES:
- Understand the importance of balance
- Learn the impact of balance on productivity
- Understand the impact of balance on wellness
- Define quality living
- Discover ways to balance work and play

TARGET AUDIENCE: Staff/Supervisory/Management
6 Hours CPM Open Elective Credit

PRODUCTIVE GROUP MEETINGS: TO MEET OR NOT TO MEET?
Formerly "Facilitation of Group Meetings"

INSTRUCTOR: GLENDA LESTER, Ph.D.

OBJECTIVES:
- Learn various roles that group members can play
- Identify mistakes facilitators sometimes make (and what to do about them)
- Learn how to design an agenda
- Discuss the development of ground rules for meetings

TARGET AUDIENCE: Anyone who facilitates group meetings
6 Hours CPM Selected Required Elective Credit

PROMOTING & MAINTAINING
A RESPECTFUL WORK ENVIRONMENT
Your Legal Rights and Responsibilities

INSTRUCTOR: DEANNE MOSLEY, J.D., CPM

OBJECTIVES:
This training session is a practical, step by step course that walks participants through an overview of the relevant employment laws related to Title VII, ADA, ADEA, and retaliation; liabilities associated with harassment; identification of the various forms of harassment; and appropriate actions which should be taken if harassment occurs. Since the presence of harassment in the workplace generally indicates the presence of behavioral problems, behavioral issues are also discussed. Topics include, but are not limited to, the following:
- Title VII of the Civil Rights Act of 1964 (race, color, national origin, religion, and sex)
- Age Discrimination in Employment Act and the Americans with Disabilities Act
- State Personnel Board's Workplace Harassment Policy
- Types of harassment: Quid Pro Quo and Hostile Work Environment

TARGET AUDIENCE: All Staff
3 Hours CPM Selected Required Elective Credit

PROTECTING YOUR AGENCY'S ASSETS
Formerly "A Manager's Responsibility for Detecting Fraud"

INSTRUCTOR: WILLIAM A. (BILLY) MOREHEAD

OBJECTIVES:
- Give proper definition of fraud, waste and abuse
- Highlight various forms of common myths and general comments about fraud
- Show the three elements which must be present for fraud to occur and explain why fraud occurs
- Provide a profile of the person who commits fraud
- Give "10 Commandments" to improve management's chances of preventing and detecting fraud

TARGET AUDIENCE: Supervisory/Management
3 Hours CPM Selected Required Elective Credit

PUBLIC RECORDS MANAGEMENT
INSTRUCTOR: DEANNE MOSLEY, J.D., CPM

OBJECTIVES:
Is a "confidential public record" an oxymoron? Not according to Mississippi law. Every state employee who creates or maintains documents should know what documents we are required to keep confidential and what records we are required to share with anyone who files a proper request. Before you send that next email from your state email account, you might want to know if your local newspaper is legally entitled to a copy of it. Among other things, participants will learn:
- What constitutes a "public record" and what records are confidential and exempt from the Public Records Act?
- Who has the right to inspect records?
- What do we do when someone requests a public record and how soon do we have to do it?
- What can happen if we inappropriately deny access to a public record?

TARGET AUDIENCE: All Staff
3 Hours CPM Open Elective Credit
Required elective for ASCP III

QUALITY IMPROVEMENT
Formerly "Total Quality Management"

INSTRUCTOR: ROBERT (BOB) BOOTHE, Ph.D.

OBJECTIVES:
- Prepare yourself and your organization for TQM
- Discover what motivates individuals
- Understand TQM as a paradigm
- Implement TQM and sustain TQM - A LONG RANGE PROGRAM

TARGET AUDIENCE: Supervisory/Management
> **12 Hours CPM Selected Required Elective Credit**

RIGHTS AND RESPONSIBILITIES FOR STATE EMPLOYEES

INSTRUCTOR: JOE GOFF, J.D.

OBJECTIVES:
Members of a public sector workforce have legal rights and responsibilities that far exceed their private sector counterparts. This session is designed to identify those legal rights and responsibilities and to provide attendees with the knowledge and skills to successfully carry these duties out. Topics will include:
- Anti-Discrimination and Ethics laws
- ADA
- FMLA

TARGET AUDIENCE: All staff
> **3 Hours CPM Open Elective Credit**
> Required elective for the ASCP II
> (Note: Participants in the Basic Supervisory Program should not attend this course.)

SOLVE THE PUZZLE OF COMPLETING
THE JOB CONTENT QUESTIONNAIRE (JCQ)

INSTRUCTOR: PATSY COOK

OBJECTIVES:
Is the Job Content Questionnaire (JCQ) a mysterious PUZZLE to you? If so, join us and discover how the essential/necessary pieces adapt to complete a well described Job Content Questionnaire. During this workshop, you will learn:
- As a matter of law, the Job Content Questionnaire must accurately reflect the job and be logically developed for that purpose
- According to the Uniform Guidelines on Employee Selection Procedures, the Performance Appraisal Review (PAR) will be considered a test
- The JCQ serves as the job analysis in that the supervisor and incumbent have had to thoroughly study and outline the job in order to complete the JCQ document
- How the PAR is interrelated with the Job Content Questionnaire

TARGET AUDIENCE: Staff/Supervisory/Management
> **6 Hours CPM Open Elective Credit**

STRESS MANAGEMENT

INSTRUCTOR: SHELLY SMITH, CPM

OBJECTIVES:
- Learn effective techniques that will relieve stress and identify individual stressors
- Learn how personality types (MBTI) respond to stress
- Learn how stress affects the body

TARGET AUDIENCE: All Staff
3 Hours CPM Open Elective Credit
Required elective for ASCP II

SUCCESSFUL UTILIZATION OF THE EMPLOYEE ASSISTANCE PROGRAM

INSTRUCTOR: ANN HOMER COOK, Ph.D.

OBJECTIVES:
- Understand the importance of an EAP and learn when to refer to the EAP counselor
- Learn what to expect from the EAP
- Understand the importance of not diagnosing
- Discover ways to increase EAP usage

TARGET AUDIENCE: Staff/Supervisory/Management
6 Hours CPM Selected Required Elective Credit

SYSTEMS THINKING
Changing the Way We Look at Our Organization

INSTRUCTOR: BECKY BAUM, CPM

OBJECTIVES:
Have you ever reached the right conclusion, but made enemies along the way? Have you ever been the target of the game of "shoot the messenger"? Business professionals often provide customer service within a complicated web of expectation. Balancing the interests of multiple stakeholders, both internal and external, is a difficult art but one which can be honed through sound forecasting and stakeholder analysis. This session will arm the attendees with concrete tools for better decision-making through identification of relative "stakes," and provide strategies for "win/win" implementation of decisions.
- Learn to utilize the systems thinking model and identify your stakeholders, their needs and expectations
- Learn to use multiple tools that enhance decision-making
- Find new ways to communicate within your organization to promote better decision outcomes
- Complete a team assignment to experience learning
- Identify other applications for wide angle decision making within your organization

TARGE AUDIENCE: Staff/Supervisory/Management
6 Hours CPM Selected Required Elective Credit

TEAM BUILDING FOR IMPROVED EFFECTIVENESS

INSTRUCTOR: ROBERT E. LITTLE, ATM, CSL

OBJECTIVES:
- Develop a clear definition of teamwork
- Learn the importance of "ground rules"
- Develop an understanding of collaboration ("win/win" relationship)
- Learn team administration skills
- Improve capacity to motivate staff
- Learn the power of "Managing by Agreement" (MBA)
- Learn the power of positive feedback

TARGE AUDIENCE: Supervisory/Management
12 Hours CPM Open Elective Credit

THE ❦ ROLES OF LEADERSHIP

INSTRUCTOR: BECKY BAUM, CPM

OBJECTIVES:
The 4 Roles of Leadership is an intensive two and half-day workshop for leaders who want to significantly improve their strategic thinking, long-term vision, and positive influence on others. Participants will:
- Identify important stakeholders and implement effective strategies to meet their needs
- Acquire tools you can use again and again to solve problems and develop new initiatives
- Learn to use the "six rights" to motivate people, reduce crises, and increase productivity
- Cultivate a range of leadership styles that will bring out the best performance in others

TARGET AUDIENCE: Supervisory/Management
16 Hours CPM Selected Required Elective Credit
Registrations must be received 5 weeks prior to class due to pre-work materials.

THE ❼ HABITS OF HIGHLY EFFECTIVE PEOPLE

INSTRUCTORS: MARIANNE GAUDIN, CPM; DAVID HAYES; JAN WALKER, CPM;
and/or AMY WHITTEN, J.D.

OBJECTIVES:
- Identify your values and develop your mission statement
- Change the way you manage your time/resources
- Discover the key to effective problem solving communication at every level
- Renew yourself emotionally, physically, and intellectually every day of your life

TARGET AUDIENCE: All Staff/Supervisory/Management
18 Hours CPM Selected Required Elective Credit

THE DYNAMICS OF CHANGE:
Teaching New Tricks to Old Dogs

INSTRUCTOR: AMY D. WHITTEN, J.D.

OBJECTIVES:
Successful implementation of change is one of the public manager's most challenging yet inevitable goals. The process of change in the public environment breeds fear, stress and sometimes resistance in even the heartiest public employees. From reorganizations to technology projects, change is a challenge. The purpose of this course is to prepare the public manager to function as an effective leader through the "change" process. Specific emphasis will be placed on:
- Basic principles of change and how change affects individuals/organizations
- Overcoming resistance to change
- Being an effective leader during change
- Techniques to assure successful change

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

THE INTERGENERATIONAL WORKPLACE

INSTRUCTOR: JOANN E. MICKENS

OBJECTIVES:
- To explore age-related issues within the government workforce
- To gain an appreciation of environmental factors influencing various generations
- To dispel stereotypes regarding ageism
- To understand the laws relating to age in the workplace
- To see the value of intergenerational workplaces

TARGET AUDIENCE: Staff/Supervisory/Management
6 Hours CPM Selected Required Elective Credit

THE LEGAL RIGHTS AND RESPONSIBILITIES OF PUBLIC MANAGERS

INSTRUCTOR: JOE GOFF, J.D.

OBJECTIVES:
During this workshop, participants will:
- Learn how to defend your legal rights and understand your legal obligations and liabilities
- Learn how to efficiently handle the threat of a lawsuit
- Learn how to make sound and effective HR decisions
- Learn how to avoid legal mistakes that could have damaging consequences

TARGET AUDIENCE: Supervisory/Management/HR Personnel
6 Hours CPM Selected Required Elective Credit

THE PROFESSIONAL COACH:
Enhancing Performance Through Coaching

INSTRUCTOR: AMY D. WHITTEN, J.D.

OBJECTIVES:
The purpose of this course is to identify and improve coaching and counseling skills which are essential to public sector managers in promoting performance and harmony in the workplace. A sampling of those matters which are addressed include:
- The four-phase model of successful coaching
- Using "feedback" as a coaching tool
- Establishing mentoring relationships
- Developing individual coaching plans

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

THE PUBLIC MANAGER'S LEGAL TOOLBOX:
Essential Personnel Law for Public Managers

INSTRUCTOR: AMY D. WHITTEN, J.D.

OBJECTIVES:
Managers in the public sector face a myriad of legal issues in the daily discharge of their duties. From issues relating to interviewing and selection all the way through the disciplinary and grievance processes, Mississippi's contemporary managers spend an increasing amount of time and energy in the leadership and supervision of others in the workplace. It is essential that managers understand the legal complexities of personnel law and are armed to perform their very important role in assuring fairness and legality in the workplace. This session is designed to accomplish the following:
- Enrich the manager's understanding of relevant workplace legal issues
- Promote pro-active management skills designed to address legal "hot spots"
- Build a toolbox of management strategies to promote fair and legal management of the public workforce

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

TIME MANAGEMENT

INSTRUCTOR: BECKY BAUM, CPM

OBJECTIVES:
- Develop a system for setting priorities
- Learn to accomplish goals one step at a time
- Identify productive times in your day
- Learn to handle interruptions and identify telephone slow-downs
- Learn to break the procrastination cycle

TARGET AUDIENCE: Staff/Supervisory/Management
3 Hours CPM Open Elective Credit

TIME WELL SPENT

INSTRUCTOR: GLENDA LESTER, Ph.D.

OBJECTIVES:
- Plan your time so that nothing "falls through the cracks"
- Accomplish the right things, at the right time, for the right reasons
- Identify your values/goals–what matters most on/off the job and align your daily activities with your goals and values
- Dramatically increase your productivity by using your daily planner (paper or electronic calendar system) more effectively

TARGET AUDIENCE: All Staff
6 Hours CPM Open Elective Credit
Required elective for ASCP III

UNDERSTANDING DIVERSITY

INSTRUCTOR: DAVID HAYES

OBJECTIVES:

The focus of this class is neither EEO nor Affirmative Action, although, it is almost impossible to discuss one without at least mentioning the other two. "*Understanding Diversity"* is an interactive and challenging *introduction* to the fundamentals of cultural diversity and its relevance in today's workplace. It is about recognizing and responding to the needs of all people in a given workplace for the purpose of creating and maintaining harmony and maximizing retention and productivity.

- To recognize the various kinds of diversity-related changes that have taken place in both the workplace and in our country during recent years
- To explore definitions & concepts related to diversity issues, paying particular attention to the nature of and pitfalls related to stereotypes
- To develop an understanding and appreciation of various kinds of "diversity"
- To learn how to recognize and avoid various forms of workplace harassment other than sexual harassment

TARGET AUDIENCE: All Staff
6 Hours CPM Open Elective Credit

UNDERSTANDING
THE LEGISLATIVE PROCESS IN MISSISSIPPI

INSTRUCTOR: TED BOOTH, J.D.

OBJECTIVES:
- Review the Mississippi Legislature and analyze the mythical "Civics Class Model" of policy process
- Describe reality: "Conical Networking" model of public policy process
- Walk through the steps involved in passing legislation and analyze why most bills die
- Review legislative rank and power systems and how they influence passage of bills
- Understand what tends to compel legislative action
- Understand how to prepare and deliver an effective presentation to a legislative committee

TARGET AUDIENCE: Supervisory/Management
3 Hours CPM Selected Required Elective Credit

UNTANGLING THE CONFUSING WEB OF ADA, FMLA, AND WORKERS' COMPENSATION REGULATIONS FOR PUBLIC MANAGERS

INSTRUCTOR: JOE GOFF, J.D.

OBJECTIVES:
- Learn how to identify where laws overlap each other and which one has precedent
- Learn how to identify potential problem areas in your organization and determine what changes should be made
- Learn how to ensure that every manager/supervisor in your organization understands the complexity of the laws and the importance of compliance
- Learn how to create internal processes/procedures that guarantee compliance of laws
- Learn how to better manage reports, records, and forms required by each law

TARGET AUDIENCE: Supervisory/Management/HR Personnel
3 Hours CPM Selected Required Elective Credit

USING COMPETENCIES TO HIRE AND DEVELOP STAR PERFORMERS

INSTRUCTORS: BECKY BAUM, CPM; AMY EIFLING; LESLY LLOYD, CPM; JAN WALKER, CPM; or AMY WHITTEN, J.D.

OBJECTIVES:
- Familiarize participant's with the Behavioral Interviewing Process
- Boost the participant's ability to plan and conduct a behavioral interview
- Link the MS State Personnel Board's Competency Model to the Behavioral Interviewing Process and Individual Development Planning
- Introduce participants to the Individual Development Plan (IDP)
- Define the use of IDPs as an employee development tool

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

USING COMPETENCIES TO IMPROVE PERFORMANCE

INSTRUCTOR: JAN WALKER, CPM

OBJECTIVES:
Focus is placed on management of current employees by using the competency systems to improve performance. The competency based management model is used to assess performance gaps, identify learning opportunities needed to address gaps, and create individual development plans to address gaps.
- Understand how to assess performance gaps and Learn how to develop performance through the IDP process
- Learn how to accelerate competency development
- Understand how to incorporate competencies into performance improvement
- Learn how to use competencies in the performance process

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

USING DiSC DIMENSIONS OF BEHAVIOR
FOR MANAGEMENT SUCCESS
Formerly "DiSC Personal Development Profile"

INSTRUCTOR: ROB BENSON

OBJECTIVES:
- Understand your behavioral tendencies and develop an understanding of how your behavior affects others
- Respect, appreciate, understand, and value individual differences
- Enhance strategies for working together to increase productivity
- Learn from one another

TARGET AUDIENCE: Supervisory/Management
6 Hours CPM Selected Required Elective Credit

WRITING ADVANTAGE^{TM}
Achieve What Matters Most with Successful Communication

INSTRUCTOR: RENEE' SCALES, CPM

OBJECTIVES:
The success of the most important things you do every day depends upon your ability to communicate. With effective writing skills, you are able to get the right message across to achieve the results you want. This Writing Advantage^{TM} workshop will give you the skills to:
- Improve productivity by writing quickly and easily
- Increase credibility with quality writing that reflects your best ideas and abilities
- Become a confident writer using proven communication standards

TARGET AUDIENCE: All Staff
Required elective for ASCP I

APPENDIX
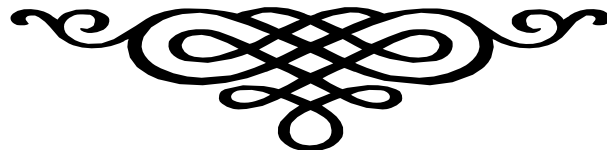
SPB Instructor Information
Commitment to Positive Training Environment
ITS Computer Information
Information about the SPB Training Center
Map of the SPB Training Center

INSTRUCTOR
BIO
INFORMATION

INSTRUCTOR NAME	BIOGRAPHICAL INFORMATION
Ms. Linda Ross Aldy	With an extensive management background in both government and business, Linda Ross Aldy, President of Aldy & Co., provides organizations and businesses with management consultation, employee development and training services, as well as long-range strategic and tactical planning and guidance in creating successful, healthy workforce and workplace environments. She has conducted national and regional searches for economic development executives and serves on the faculty of the State of Mississippi's State Personnel Board Training Center. Linda is a graduate of Leadership Mississippi and serves on the Path Forward steering committee for the Leadership Mississippi graduates. She has also served on the Board of Directors for Leadership Madison County. As a former Fortune 500 company manager with Entergy, her teams won numerous awards for processes in communications, customer service, and employee recognition programs. Linda is also a former executive director of the Mississippi Employment Security Commission. She is a qualified administrator for the Myers-Briggs Type Inventory, a graduate of Mississippi University for Women, the Stennis Center Executive Management Institute, and has completed coursework through the University of Pennsylvania, Wharton School, Executive Development Program. She is currently serving as the National Alumni Association President for MUW, on the Madison County Library Foundation and as a member of the Vestry.
Max Arinder	Max Arinder is Executive Director of the Mississippi Joint Legislative Committee on Performance Evaluation and Expenditure Review (PEER), a position he has held for five years. Prior to becoming Director, he served PEER as Chief Analyst for Planning and Support for fifteen years. Max has a Ph.D. in Experimental Psychology from the University of Southern Mississippi with special interests in research methods, experimental design, and statistics. Prior to joining PEER, he served as Treatment Coordinator for the Eufaula Center, Alabama Department of Mental Health, and, prior to that, was Assistant Professor of Psychology at Troy State University in Alabama. Dr. Arinder is currently Staff Chair of the Assembly on State Issues and in past years has served the National Conference of State Legislatures in a number of roles, including service on the NCSL Executive Committee, as Chair of the Task Force on Planning and Designing Legislatures of the Future, as Staff Chair of the Fiscal, Oversight and Intergovernmental Affairs Committee of the ASL, and as Chair of the National Legislative Program Evaluation Society. He is a 1993 graduate of the Legislative Staff Management Institute, University of Minnesota, and has been a trainer for NCSL's Basic Skills in Program Evaluation program for seven years. He was delegation leader for the United States/Hong Kong Legislative Staff Exchange in 2000.
Pamela C. Baker, Ph.D., FAAMR	Dr. Pamela C. Baker has worked in state government, public education and higher education for over two decades. Since 1983, she has served as Director of the South Mississippi Regional Center in Long Beach, Mississippi. As one of the coast's largest public employers, SMRC maintains a multimillion dollar budget and a workforce of over 600 staff who provide services to citizens with disabilities. During the past decade, Dr. Baker has presented over 80 workshops and seminars to audiences throughout the United States. As a Certified Public Manager and faculty member of the Mississippi Certified Public Manager Program, Dr. Baker instructs other public sector managers in performance management, strategic planning and budgeting. Dr. Baker is a licensed nursing home administrator, certified speech pathologist, and certified mental retardation program administrator. She is a past member of the Mississippi Quality Award Board of Examiners. Dr. Baker is Past President and Fellow of the American Association on Mental Retardation, the oldest professional organization of its kind. She is also Past President of the Association of Public Developmental Disabilities Administrators, representing 200 state service providers throughout the United States and a past regional governor for the Association of Behavioral Healthcare Management. Dr. Baker is affiliated with The Columbus Organization, LLC of Philadelphia, Pennsylvania and with The Whitten Group, a Mississippi-based management and educational consulting firm. A native Mississippian, Dr. Baker holds degrees in speech pathology, special education and administration with postdoctoral studies in public management, employment law and negotiations. She is a graduate of the Terry Sanford School of Public Policy Strategic Leadership Program at Duke University and the State Executive Development Institute at Mississippi State University. Dr. Baker is a published author and editor. Her works in *Understanding Mental Retardation, Embarking on a New Century and Strategic Thinking and Changing Organizational Cultures*, was published in 2002.
Mr. James Barber	James Barber presently serves as Deputy Director of the Mississippi Joint Legislative PEER Committee, where he has been employed since 1978. During his tenure with PEER, James has directed many reviews and evaluations on topics ranging from education to corrections to health care. In 1992, James attended the National Conference of State Legislatures' (NCSL) Legislative Staff Management Institute cosponsored by the NCSL and the University of Minnesota and presently serves as chair of the Executive Committee of NCSL's National Legislative Program Evaluation Society. James also serves as a trainer for the Certified Public Manager program sponsored by the Mississippi State Personnel Board. James holds Bachelor of Science and Master of Business Administration degrees from the University of Southern Mississippi, with majors in

INSTRUCTOR NAME	BIOGRAPHICAL INFORMATION
	management.
Ms. Becky Baum, CPM	An accomplished trainer and organizational development specialist, Becky Baum brings over 20 years of professional expertise to the clients of the Whitten Group. For over twelve years, she provided executive management of the MS Certified Public Manager Program, a nationally accredited program providing comprehensive management training for the public sector. In addition, she was a key player in the development and management of Mississippi's Basic Supervisory Course, an innovative statewide vehicle used to develop the public sector's front line supervisors. Prior to her government experience, Becky provided customer service to the banking industry and the radio and television advertising industry. Becky holds an undergraduate degree from Mississippi University for Women and a Masters in Public Policy and Administration from Mississippi State University. A Certified Public Manager, Becky is also a graduate of the State Executive Development Institute (SEDI). In active support of her dedication to public service, Becky is past Commander of the Mississippi Wing of the Civil Air Patrol, the first woman to hold the post in Mississippi. She remains an active member of CAP, the nation's civilian auxiliary of the United States Air Force and currently holds the rank of Colonel. Becky is a former recipient of the Governor's W.I.N.N.E.R award for public service and a finalist for the Henning Award, a national award which honors contributions to government management training. She actively participates in a number of professional organizations including the MS Certified Public Manager Society and Women in Network.
Marilyn M. Beach, Ph.D., C.P.R.W	Marilyn M. Beach, Ph.D., C.P.R.W. is Managing Member of M. Beach & Associates, LLC, a business consulting firm that coaches individuals on career transition and job search, successful interviewing techniques, and résumé preparation and utilization. Dr. Beach is a professional résumé writer (CPRW) with national and international clients. Additionally, she provides consultant services to individuals as well as corporations, educational, and non-profit entities in areas including management review and organizational enhancements, mission statements, staff development, project management, and professional/technical communication. Dr. Beach has extensive experience in managing multi-faceted projects that require collaboration and team building. She serves as Executive Director of the Mississippi Alliance for School Health, a non-profit organization promoting health and fitness in public schools and is a consultant to the Early Intervention Office of the Mississippi State Department of Health. Dr. Beach co-presents an annual CLE workshop for The Mississippi Bar on "Re-Imagining the Law" as well as staff development workshops for public and private businesses and organizations on topics including teambuilding, conflict resolution, communication, life balance, emotional intelligence, customer service, and stress management. Formerly Director of Academic Programming and Accreditation for the Institutions of Higher Learning (College Board) and Administrator of the Mississippi Association of Colleges, Dr. Beach received a B.B.A. from The University of Mississippi, M.B.A. from Mississippi College, and a Ph.D. from The University of Mississippi. Dr. Beach is on the Board of Directors of the USA International Ballet Competition, member of the Mississippi Certified Public Managers Association, and serves on the Steering Committee of the Communities for Clean Health.
Mr. Rob Benson	Rob Benson is the president of First Steps Training and Development, Inc., a firm specializing in human performance and productivity. Rob formerly served as program consultant with the Mississippi Commission for Volunteer Service. In this capacity, he successfully wrote and administered both federal and state grants; organized and facilitated a statewide youth leadership corps; provided training and technical assistance to state government, community, and faith-based organizations in the areas of strategic planning, diversity, conflict resolution, evaluation, sustainability, and staff and board development; and designed and convened a multi-agency strategic planning effort that resulted in the receipt of federal grants totaling over $1 million annually and the establishment of the Center for Community and Civic Engagement at the University of Southern Mississippi. Rob has presented at several training industry conferences, including the Mississippi Regional Conference of the American Society for Training and Development (ASTD), the National Service-Learning Conference, and the Association for Experiential Education International Conference. The Mid-South Region of the Association for Experiential Education honored him and two partners with the "Challenge Award," given in recognition of "a collective effort" to provide a community with outstanding services (i.e., training) that are experiential in nature. He is a member of the Mississippi Chapter of ASTD, the Association for Experiential Education, and the Association for Challenge Course Technology.
Mr. Ted Booth, J.D.	Ted Booth holds a BA in History and a JD from Tulane University. He also holds a Master's degree in Management from the J. L. Kellogg School of Management, Northwestern University. He is a graduate of the Legislative Staff Management Institute, Humphrey School of Public Affairs, University of Minnesota. Mr. Booth is a member of the Mississippi Bar, and serves on the Redistricting Task Force of the National Conference of State Legislatures. He has been employed with the PEER Committee since 1984, and has been the General Counsel for PEER and the Staff Counsel for the Reapportionment Committee since 1998.
Robert S. Boothe, Ph.D.	Robert (Bob) Boothe is a graduate of the University of Alabama with a Master's in Industrial Engineering and also a graduate of Florida State University with a D.B.A. in Management. Dr. Boothe is an expert in the areas of Operations Management and Quality Services. He is an active consultant on topics such as strategic planning, quality programs and leadership. During his academic career Dr. Boothe served as Chair of the Department of Management and Information Systems. He was an active teacher and researcher and published articles in journals such as *Quality Process*, *Business Strategies* and *Long Range*

INSTRUCTOR NAME	BIOGRAPHICAL INFORMATION
	Planning. He helped develop the Certified Public Manager Program for the state of Mississippi. Dr. Boothe retired as an Associate Professor of Management at the University of Southern Mississippi in July 2003.
Mr. Don Buffum, CPPO, CPM	Don is currently the Materials Management Officer for the Department of Finance and Administration. He previously served as the Director of the Office of Purchasing and Travel. Don is a Past President of the National Association of State Purchasing Officials and was a charter member of the Mississippi Association of Governmental Purchasing Agents. Don is a Certified Public Purchasing Officer (CPPO), and is currently the chairman of the Universal Public Purchasing Certification Council. Don is also a Master Instructor for NIGP.
Ms. Nikki Butler, CPM, IPMA-CP	Ms. Butler is the Staff Development Manager at the MS Development Authority. She holds a B.A. in Foreign Language - International Trade from Auburn University. She is a MS CPM Program graduate, and a graduate of the Philip Crosby Quality Education System and Quality Improvement Process Management College. Ms. Butler is also a Certified Franklin Covey facilitator for the Writing Advantage ^{TM} writing course.
Ann Homer Cook, Ph.D.	Dr. Cook is the owner of A. Homer Cook & Associates, Inc., a management consulting firm in Jackson. She is a partner in Employee Health Resources, Inc., an employee assistance firm, and Counseling & Consulting, Inc., a general counseling practice. She is a nationally Certified Employee Assistance Professional. She holds a B.S. from Delta State University in Accounting, an MBA from Mississippi College, and a Ph.D. from the University of Mississippi. She has 25 years of experience in public administration and specializes in counseling managers in solving employee problems.
Ms. Patsy Cook	Ms. Cook is a graduate of Mississippi College and successfully completed the Management Institute, University of Alabama, and the American Management Association Certificate in Management. She has over 25 years of broad-based experience in staff development, management and training including conducting Employee Performance Appraisal training for agency managers/supervisors. She coordinated the work of an EGAS Task Force made up of eighteen (18) supervisors from various state agencies and accomplished the goal of updating, simplifying and revising the Performance Appraisal System.
Ms. Amy Eifling	Amy Eifling is Vice President of the International Human Resource Development firm, Aspire, Inc. Amy specializes in leadership development within organizations including competency development, recruitment and retention programs, succession planning, and accelerated leadership programs. Amy is certified in implementing Return On Investment Process^{TM} and is recognized as a certified training and development professional. Amy is currently working towards a Ph.D. in International Development and was recently honored with the distinction of being one of the Top 50 Business Women in Mississippi by the MS Business Journal.
Ms. Marianne Gaudin, CPM	Marianne Gaudin, President of Clark Consulting, provides management consulting and employee development services to public and private organizations. She is the former Assistant State Personnel Director in charge of training for the Mississippi State Personnel Board. In this capacity, she was responsible for directing training activities for state employees. Marianne draws on her extensive background as a manager and training and development specialist to design and conduct training programs in all areas of employee development. She is also involved in facilitation of strategic planning, executive development, customer service programs, and executive coaching. In addition, she speaks to conferences on the local and national levels. She holds a Master's Degree in Education from Mississippi College, and her post graduate work is in administration and education. Marianne currently serves as President of the National Association of Governmental Training and Development. She is a Certified Professional through the International Personnel Management Association, and is qualified to administer and interpret the Myers-Briggs Type Indicator. She is a Certified Public Manager, and is a past Chair of the National Certified Public Manager Consortium.
Mr. Joe Goff, J.D.	Joe graduated from the University of Florida with a Bachelor of Arts degree in History and he received his law degree from Mississippi College in 1991. He was in private practice for several years before becoming a Special Assistant Attorney General for the Mississippi Department of Corrections. For nearly 10 years, Joe represented the MDOC, Mississippi's second largest state agency with nearly 4,000 employees, in all of its personnel litigation. He represented the MDOC in over 600 administrative appeals of employee grievances and disciplinary matters. Joe has handled over 100 EEOC complaints and investigations and has represented the state in a number of trials in both state and federal court. In July 2004, he transferred to the Mississippi Department of Transportation and he now represents the MDOT in personnel matters. Joe is an instructor for the Mississippi State Personnel Board Training Department in both the Basic Supervisory Course and the Certified Public Manager program. He has taught over 170 classes to several thousand city, county and state employees about their rights and responsibilities as public employees. His training is intended to give supervisors practical legal advice in handling difficult personnel matters.
Ray Grubbs, Ph.D.	Ray Grubbs received a Ph.D. in Business Administration from the University of Mississippi following a career in the banking industry. Dr. Grubbs's banking experience was primarily in the area of Human Resource Management, and he has used that experience as a foundation for his teaching, training, and consulting work in the management field. Dr. Grubbs is currently a Professor and Director of the Center for Executive Development in the Else School of Management of Millsaps College where he is an active teacher and researcher. He also conducts seminars and workshops for a variety of audiences and is an active

INSTRUCTOR NAME	BIOGRAPHICAL INFORMATION
	management consultant.
Mr. David Hayes	David Hayes is a seasoned seminar leader, trainer, keynote speaker and management consultant. He draws upon solid managerial experience and motivational skills, sharpened during a 22-year career as a manager with BellSouth Telecommunications. David does extensive training for state agencies in Alabama, Mississippi and Arkansas and has served as a training curriculum developer for the Corporation for National Service. David has been making inspirational presentations to a variety of audiences for almost 20 years. David has trained AmeriCorps volunteers in 14 states and has served a variety of public and private sector clients in 22 states. David is both a volunteer telephone counselor and a member of the Board of Directors of CONTACT: The Crisis Line. He is the former Secretary of the Board of Directors of the Community Foundation of Greater Jackson and Study Circle Facilitator for Jackson 2000. He has also been active in other community organizations, including the Chamber of Commerce, Leadership Jackson, Toastmasters International, and the American Seminar Leaders Association. David holds B.S. degrees in both Finance and Marketing from Purdue University.
Mr. Lester Herrington	Mr. Herrington is a partner with Herrington-Hawkins Associates, LLC, a firm that resolves state and local tax issues. Mr. Herrington is a part-time Revenue Specialist for the Mississippi Legislature. He retired from the State Tax Commission with over 36 years of service, with over 30 of those years in management positions. The last 30 years of his service was as Deputy Commissioner. In this position, Mr. Herrington acted as a liaison for the Tax Commission with the Mississippi Legislature. Mr. Herrington served 10 years as a member of the Mississippi Public Employees' Retirement System Board of Directors and was Chairman of the Board for two years. He served on the Executive Committee of the Southeastern Assoc. of Tax Administrators from 1985 to 2002. He also served on the Advisory Council for the School of Accounting at Mississippi State University and Delta State University. Mr. Herrington is former president of the Southern Region of the American Assoc. of Motor Vehicle Administrators. He is a graduate of Delta State University with a degree in accounting. Presently, Mr. Herrington is a deacon and Sunday school teacher at First Baptist Church of Brandon.
Ms. Brenda Hiatt	Ms. Hiatt is the owner of PH Associates, a management training and consulting firm. She has 21 years experience in developing and conducting management and people skills seminars and providing human resources and organizational development consulting. Ms. Hiatt holds a Master of Science in Human Resource Development and an undergraduate degree in Communication. She teaches extensively in the Certified Public Manager Program, the Basic Supervisory Course, and the Administrative Support Certification Program, as well as providing training and consulting services to governmental agencies and corporate clients nationwide. Ms. Hiatt was selected as one of the 50 Leading Business Women in Mississippi for 2004.
Ms. Lynda Hunsicker	Ms. Hunsicker is the President of Aspire, Inc., a Leadership Development Training Organization. She has eight years experience in developing and delivering training programs for both the public and private sectors. Ms. Hunsicker is retired from State Government where she held local, regional, and state positions. Ms. Hunsicker is a past president of both the Mississippi Society of Certified Public Managers and the Southeastern Employment and Training Association. She earned a B.S. degree from Mississippi University for Women in Home Economics and Marketing and a Master's Degree from Mississippi State University in Extension and Adult Education.
Mr. Ed LeGrand, CPM	Mr. Ed LeGrand is employed with the Mississippi Department of Mental Health. He is Director of the Bureau of Mental Retardation. Mr. LeGrand began his career with the Department of Mental Health in 1974, working as a Direct Care Worker at North Mississippi Regional Center, while attending the University of Mississippi. He holds a Bachelor's Degree in Secondary Education and a Masters Degree in Special Education. He is a graduate of the Stennis Institute. He is a member of numerous professional associations including the Mississippi Certified Public Managers Society, where he also holds office and is on the Mississippi Certified Public Managers Advisory Board. Mr. LeGrand was elected by the employees of the State of Mississippi as the State Agency Representative to sit on the Board of the Mississippi Public Employees' Retirement System.
Glenda Lester, Ph.D.	Glenda Lester earned a Ph.D. in Higher Education and Student Personnel from the University of Mississippi. She is nationally qualified as an instructor and interpreter of the Myers-Briggs Type Indicator (MBTI) and has conducted many workshops based on the MBTI for a variety of audiences. She regularly conducts workshops for the State Personnel Board and other state governmental entities as well as members of both the business and academic communities. Dr. Lester currently serves as the Director of Educational Planning in the Department of Planning and Budget for the Board of Trustees of State Institutions of Higher Learning.
Cille Litchfield	Ms. Litchfield holds a B.S. degree in Computer Science from the University of Mississippi and has earned the Certificate in Public Management through the Certified Public Manager Program. She is currently an Administrator with Mississippi Management and Reporting System, Department of Finance and Administration. She has many years of experience in management of information systems.

Mr. Robert E. Little	Robert Little is an award-winning motivational speaker, trainer and author. He is president of Solutions Training & Development, a Human Resource Development (HRD) firm. He has more than 20 years of training and speaking experience. He is the author of the highly acclaimed book, *Spoken Success*. He has also authored a children's book, *What Can I Be?* Presenting nearly 100 speeches and training programs each year, Robert Little has dedicated his life to the personal and professional growth of others. He is an adjunct faculty member with the U.S. Chamber of Commerce's Institute for Organization Management. He is a certified seminar leader and a graduate of the Los Angeles University of the American Seminar Leaders Association. Robert Little is a certified facilitator of Carlson's Learning Company Products with a specialty in diversity. He is an active member of the American Society for Training and Development, the National Speakers Association and Toastmasters International. The native Mississippian holds a Bachelor's degree from Tennessee State University. He continued his studies at the University of Nebraska in Lincoln, NE. He serves on the advisory board and chairs the Publicity Committee for the Mississippi Minority Business Alliance (MMBA). He serves on the board of directors for BOLD (Building Organizations For Leadership Development) in Mississippi. He is a member of the MetroJackson Chamber of Commerce. Robert Little is past President of the Northwest Jackson Optimist Club. He is a former District Commissioner for Boy Scouts of America. He is Past President of the Capital City Toastmasters Club and Public Relations Officer for the district which includes MS, AR and TN.
Ms. Lesly Lloyd, CPM	Lesly Lloyd presently serves as Assistant State Personnel Director in charge of Training for the Mississippi State Personnel Board. Ms. Lloyd received her B.S. and M.Ed. degrees from the University of Pittsburgh and has traveled and lived in various parts of the United States and South America. She began her career in Mississippi government in 1988, with the Department of Mental Health as director of Staff Development at the South Mississippi Regional Center located in Long Beach, MS. In 1993, Ms. Lloyd transferred to Mississippi State Hospital, at Whitfield, as the director of Communications, which later became the Public Relations Division. Since January 2001, Ms. Lloyd has been a staff member of the State Personnel Board, Office of Training. A graduate of the Stennis Executive Development Institute, the Certified Public Manager Program and Rankin Leadership, and Certified Training Professional, Ms. Lloyd brings vast experience and knowledge to the field of management training in public service. Ms. Lloyd served as a member and officer of the Mississippi Society of Certified Public Manager's Board for four years, and currently serves as Member-at-large on the National Certified Public Manager Program Consortium Executive Council. Ms. Lloyd is a member of the National Association for Government Training and Development, the Mississippi Association of Personnel Administrators and the Mississippi Chapter of the American Society of Training and Development.
Boty McDonald, J.D.	Mr. McDonald has his own law office, the Law Office of Boty McDonald. He earned his Bachelor of Arts degree from Millsaps College, double majoring in Philosophy and Political Science, and then earned his law degree from Albany Law School of Union University in Albany, New York. Boty practiced law in New York for several years before returning home to Mississippi, opening his own law office and then joining the faculty at Millsaps. In addition to teaching in the Certified Manager Program, he provides training for both public agencies and private firms.
William Morehead, CGFM, CPA	William A. "Billy" Morehead, CGFM, CPA, is Vice President for Finance and Instructor of Accountancy at Delta State University in Cleveland, MS. Prior to coming to Delta State in August 2000, Billy worked for the Mississippi Department of Mental Health (DMH) for 10 years where he served as the Director of Fiscal Services for South Mississippi State Hospital in Purvis, MS and for Mississippi State Hospital in Whitfield, MS. During a one-year leave of absence (October 1998 through October 1999), Billy and his wife, Audrey, were International Service Corps Volunteers in West Africa where he served as Financial Facilitator for the International Board covering 4 countries. Before his work at the DMH, Billy served as a GAAP Accounting Specialist with the MS Department of Finance and Administration in 1989 and as an Auditor and Special Projects Coordinator for the MS State Auditor's Office from 1984 to early 1989. Billy has a long history of involvement in the Association of Government Accountants (AGA) -- he currently serves as the Senior Vice President for Regional Services, Section II (2001-2004). He has been and is active in numerous national AGA committees and boards, including the Professional Ethics Board. Billy is also active in the Mississippi Society of CPAs, the American Institute of CPAs, and numerous other professional and civic organizations. Billy graduated with a Bachelor of Business degree in Accounting from Delta State University in 1984 and a Master degree in Accountancy from Millsaps College in 1995; and, he is currently in the process of pursuing his Ph.D. in International Development at the University of Southern Mississippi where he has research interests in the area of fraud and corruption and their impact on development in West Africa. Billy is a Certified Public Accountant, Certified Governmental Financial Manager, and Certified Public Manager.
Ms. Joann E. Mickens	Ms. Mickens is an independent consultant specializing in management training and meeting facilitation. A former director with BellSouth Telecommunications, she has 20 years of management experience. She holds a Master of Business Administration degree from Millsaps College.

Deanne Mosley, J.D., CPM	Deanne M. Mosley is an attorney with Phelps Dunbar, LLP, in its Jackson, Mississippi office where she is a member of the firm's litigation practice group. She practices in the area of dispute resolution and handles select legislative and governmental relations matters, including representation of the State of Mississippi in litigation pursuant to special appointment by the Attorney General. Deanne received a Bachelor of Public Administration and a Juris Doctorate from the University of Mississippi. Prior to her current position, she served as director of the Mississippi Attorney General's Consumer Protection Division and legal counsel at the State Personnel Board, the Mississippi Department of Education, and the Mississippi Department of Finance and Administration. Deanne has served in various capacities with the Mississippi Bar Association including being elected to the Board of Directors and as Secretary of the Young Lawyers Division. Recently, she was elected to serve as Secretary/Treasurer of the Mississippi Bar's Government Law Section and to the Hinds County Bar Association's Board of Directors. Deanne currently serves on the Board of Directors for the University of Mississippi National Alumni Association, University of Mississippi Law School, and Mississippi Champions for Children. A graduate of the State Executive Development Institute and the Certified Public Manager Program, she was appointed by the Mississippi Supreme Court to its Task Force on Gender Fairness in the Judiciary and served as its Co-Chair. Reflecting her strong interest in education and training, Deanne has taught legal courses at Belhaven College, Jackson State University, and Millsaps College, and she is also an instructor for the State Personnel Board's Training Division. In 2003, Deanne was named Mississippi's Outstanding Young Lawyer of the Year by the Mississippi Bar, and in 2004 she was selected as one of Mississippi's 50 Leading Business Women by the Mississippi Business Journal.
Randall Robbins, Ph.D.	Dr. Robbins is an Associate Professor of Management at Mississippi College. His enthusiasm and interactive style of presentation used for years in the classroom carries over to his workshop presentations as well. You will not sit on your hands in a workshop held by Randall, as his sessions are highly participatory. He holds a Doctorate in Business Administration from Mississippi State University. In addition to his educational background, he has over 20 years of consulting experience in the private and public sector. Dr. Robbins has developed a training program entitled "Building the Effective Manager." This program is a portfolio of over 15 separate workshops he makes available.
Mr. Kevin Russell	Kevin presently serves as Vice President for Institutional Advancement at Belhaven College in Jackson, MS. In this role he oversees Admissions, Financial Aid, Athletics, Information Technology, Communications, Development, and provides cross-campus leadership to a variety of administrative functions. Kevin is also the principal of Alexander and Associates, a leadership and organizational development firm based in Madison, MS. During his tenure in Mississippi education, Kevin has also worked with Jackson Preparatory School and Millsaps College. Kevin served as Assistant Headmaster for Institutional Advancement at Jackson Prep where he helped launch the largest fundraising effort in school history. While at Millsaps, Kevin served in various positions, including Assistant Vice President for Institutional Advancement and Assistant to the President. Prior to returning to Mississippi, Kevin was an account executive with Leo Burnett in Chicago, Illinois where he provided strategic management and marketing services for Black and Decker, Kraft/General Foods, and Dewar's Scotch. He received a Bachelor of Business Administration from Millsaps College and a Master of Business Administration from The University of Texas at Austin.
Mr. Charles Sampson	Charles (Chuck) Sampson is President of Charles E. Sampson & Associates, a Jackson, Mississippi-based organization development practice established in 1991. He received his Bachelor of Arts in American Studies from St. Olaf College and a Master of Business Administration from the Else School of Management at Millsaps College where he later served as Assistant Dean and continues to serve as an adjunct instructor. Chuck has over 15 years experience providing coaching and leadership development, strategic planning, and facilitative services to organizations in manufacturing, information technology, healthcare, and government worldwide. He has completed postgraduate study at the Program on Negotiation at Harvard Law School, the NTL Institute for Applied Behavioral Science, the American Management Association, and The Center for Family Process in Bethesda, Maryland, and the USDA Graduate School where he became certified as a federal EEO Investigator. He is a qualified user of the Myers-Briggs Type Indicator having completed his training at the University of Florida's Center for the Application of Psychological Type. He serves on the Board of The FishTale Group, a non-profit performing arts organization in Jackson, Mississippi. Chuck and his wife, Corinne, have three children and make their home in Madison, Mississippi.
Dr. Elizabeth Semko	Dr. Elizabeth A. Semko has a Ph.D. in Industrial/Organizational Psychology and is a licensed psychologist in the State of Mississippi. She is a Professor of Public Health in the School of Allied Health Sciences at Jackson State University. She has taught college courses in Human Relations and Organizational Behavior, Human Resource/Personnel Management, Principles of Management, and Managerial Leadership. She researches in the area of equal employment opportunity and has served as an expert witness in Title VII (Civil Rights Act) cases. She designs valid, legally defensible systems of selection and promotion.

Ms. Shelly Smith, CPM	Shelly is a graduate of Belhaven College and is currently the Director of the Mississippi Certified Public Manager Program (MCPM), a nationally recognized leadership development program for public managers and supervisors. She is a recent graduate of the MCPM Program and is currently completing requirements to receive a certificate from the University of Southern Mississippi's (USM) Workforce Training and Development Certificate Program, and has been accepted into the Workforce Training and Development Master's Program at USM. Shelly frequently teaches Orientation sessions as well as Project Workshop sessions for participants in the CPM Program and enjoys the experience of training on Stress Management with the Administrative Support Certification Program.
Ms. Sheree Tynes, CPM	Ms. Tynes holds a B.S. degree from Mississippi University for Women and a Master's degree in Communication from Mississippi College. She began speaking in public around the age of six and has not ceased. This has included speaking engagements at luncheons, retreats, garden clubs, training sessions, etc. "Death" and "public speaking" are not her top two fears Ms. Tynes is employed with Mississippi State Hospital, where she has worked since 1981. She began her assignment there as a Social Worker. After 5½ years, Ms. Tynes was assigned to oversee a division of a new department -- Residential Living. From 1987 - 2000, she served as the Residential Living Director of the Admission Units, a division which included approximately 400 employees. In this capacity, she accumulated 14 years of supervisory experience. She then served as an Administrative Assistant to the Nurse Executive until December 31, 2002. In January, 2003, she accepted the offer to serve as a Program Supervisor with Clinical Services. She earned her Certified Public Manager certificate in 1996.
Mr. Shelton Vance, CPA, CPM	Shelton Vance is a graduate of the University of Southern Mississippi where he was awarded a BS in Business Administration with an emphasis in Accounting. He is a licensed CPA and has been employed with the Mississippi State Tax Commission (MSTC) for 12 years serving in various tax audit capacities. Currently, he serves as Deputy Director of the Office of Audit & Compliance. Prior to working with the MSTC, Shelton was employed by Blue Cross & Blue Shield as a Medicaid Auditor. Shelton has successfully completed the CPM Program's Certificate in Supervisory Management.
Ms. Jan Walker, CPM	Jan Walker is a management consultant and professional trainer with over 25 years' experience. She has served as the State Training Director for the Mississippi State Personnel Board, as the Director of Staff Development for the Mississippi Department of Health, a Division Director for the Mississippi Department of Mental Health and the Director of Succession Planning for the Mississippi Department of Transportation. She serves as a permanent faculty member for the Mississippi State Personnel Board's Certified Public Manager Program and Basic Supervisory Course and is a regular presenter at state and national management conferences. Ms. Walker also conducts a variety of training programs for and consults with state agencies, colleges and universities and the private sector on issues ranging from customer service, coaching and counseling, conflict resolution, individual employee development, emotional intelligence, team building, performance appraisal and management, competency-based management and succession planning. Ms. Walker holds a Master's degree in Psychology from the University of Southern Mississippi and a Bachelor's degree in Psychology from Mississippi University for Women. She also holds the Certified Public Manager designation from the Mississippi State Personnel Board and is qualified to administer, interpret and provide training on the Myers-Briggs Type Indicator and the DiSC. As a principal of Insight Consulting, Ms. Walker currently provides professional management training and consulting services to over 10 public sector organizations, including colleges and universities, and a number of private organizations.
Bettye W. Fletcher. Ph.D.	Dr. Bettye Ward Fletcher is currently Professor of Sociology at Jackson State University. She is also the founder and Senior Associate with Professional Associates which provides educational and human services consultation. In January 2000, Dr. Bettye Ward Fletcher took a professional leave from academia in order to assume a cabinet level appointment as Executive Director of the Mississippi Department of Human Services (MDHS). As head of one of Mississippi's largest State offices, Dr. Fletcher had oversight for a budget of $438 million and 4,168 employees. Prior to her appointment as MDHS Executive Director, Dr. Fletcher was named Interim President of Jackson State University, one of the nation's premier historically Black institutions of higher learning, on July 1, 1999 by unanimous consent by the Board of Trustees, State Institutions of Higher Learning. As Interim President of Jackson State, she was labeled a "charismatic, courageous and visionary leader" for her success in launching the School of Engineering and building a strong support base with the business community for the University. As chief advancement officer, Dr. Fletcher provided administrative oversight for Development, Public Relations and Alumni Affairs. Her effort in Development was concentrated on building a strong organizational framework. Under her direction, the annual giving by faculty and staff increased significantly. Recognizing the importance of institutional communication with its internal and external publics, Dr. Fletcher restructured the Office of Public Information, making it the Office of Public Relations. This resulted in the implementation of an integrated marketing plan.

Ms. Amy Whitten, J.D.	Amy Whitten is an attorney, law professor and management consultant with over 20 years experience. A former Assistant Attorney General for the State of Mississippi and Counsel/Court Administrator to the Mississippi Supreme Court, Ms. Whitten has extensive experience in public sector management and its related legal issues. Ms. Whitten is a graduate of the State Executive Development Institute (SEDI), serves as a permanent faculty member of the Mississippi Certified Public Manager Program and has over 15 years teaching experience at both the University of Mississippi Law School and the Mississippi College of Law. She is the author of *The Mississippi Guide to Government*, a manual used by public officials and managers. Mississippi's Woman Lawyer of the Year in 2000, Ms Whitten also serves as a trustee on the Board of Institutions of Higher Learning and is a Commissioner on the Commission of Volunteer Services. As a principal in the Whitten Group, Ms. Whitten currently provides services to over 50 public sector and non-profit organizations and a number of private corporations.
Mark Yeager, Ph.D., CPM	Dr. Mark H. Yeager has been in service to persons with developmental disabilities for over two decades. His career path began with a summer job as a recreation direct care worker at Ellisville State School in 1975. This experience instilled in Dr. Yeager a desire to develop his professional goals to help unravel some of the mysteries surrounding these disabilities. After earning a B.S. in Special Education from the University of Southern Mississippi, Dr. Yeager taught children with disabilities who had encountered problems with the law at Columbia Training School. Receiving a Master's in Education, Dr. Yeager began work at Boswell Regional Center where he developed programs for adults with mental retardation and related developmental disabilities including autism. Dr. Yeager holds many certifications and is licensed as an educator, therapist and administrator. Some of these certifications include; Licensed Nursing Home Administrator, Licensed Clinical Mental Retardation Therapist, Licensed Clinical Mental Health Therapist, Certified Auditory Integration Therapist, Certified Public Manager and Licensed Special Educator. Presently, Dr. Yeager serves as the Director of Central Mississippi Residential Center in Newton, Mississippi, a Mississippi Department of Mental Health facility. This is a program that is being planned and developed at the old site of Clarke College. This program will serve approximately 150 persons with serious mental illness in a community rehabilitational training environment. He also continues to work toward helping Mississippians with special needs through his work with the Mississippi Legislature on behalf of the Department of Mental Health. Dr. Yeager is also the owner and lead consultant for Autism Consultant Services, a consulting agency that provides consultation to parents, schools and universities in the areas of autism and related spectrum disorders.

OFFICE OF TRAINING COMMITMENT TO POSITIVE TRAINING ENVIRONMENT

Statement of Purpose

The Mississippi State Personnel Board Office of Training is dedicated to providing the best services to its customers at the State Training Center and at remote locations in which its training may be offered. To fully realize this goal, the Office of Training is committed to ensuring that its employees, customers, and invitees are provided with a work and training environment of professionalism, free from adverse work conditions and any form of harassment.

The Office of Training expects all employees and instructors to perform their duties in a businesslike and professional manner with particular consideration for the well-being of colleagues, customers, guests, vendors, and the public. To implement this philosophy and give proof to its commitment to professionalism, the Office of Training specifically prohibits any form of harassment. Moreover, the Office of Training makes a firm and unwavering commitment to swiftly and effectively addressing all known conditions of harassment in its work and training environments.

Scope of Policy in General

The Office of Training prohibits any harassment with regard to race, creed, color, age, religion, sex, national origin, or disability. This prohibition includes, but is not limited to remarks, gestures, physical contact, display or circulation of written or electronic materials, pictures or objects derogatory to any persons based on the above characteristics. Any employee, instructor, customer, vendor, or member of the public who comes into contact with the Office of Training in a business-related way need not endure harassment and is encouraged to bring to the attention of management any such instances which are found to be offensive. The Office of Training makes a firm commitment to address all complaints of harassment and to act swiftly to remedy any complaints found to have merit.

Specific Policy on Sexual Harassment
Prohibition of sexual harassment is specifically included in this policy commitment. Sexual harassment is a form of misconduct which undermines the professionalism of the work and training environments. Therefore, no person previously mentioned in this policy, either male or female, should be subjected to unsolicited and unwelcome sexual overtures of conduct, verbal or physical. Sexual harassment is specifically prohibited between members of the same sex or opposite sex.

Sexual harassment is defined as behavior of a sexual nature which is personally offensive, which debilitates morale, which tends to devalue a person, and thus may interfere with a person's ability to work or engage in training or professional development. It does not, however, include compliments of a socially appropriate nature. Examples of conduct which may constitute sexual harassment include, but are not limited to

Repeated offensive sexual flirtations	Graphic or degrading comments about appearance
Repeated requests for dates	Display of sexually suggestive objects, pictures, or images
Advances or propositions	Offensive or degrading cartoons or jokes
Verbal abuse of a sexual nature	Offensive or degrading emails or electronic images

Complaint Procedure

Complaints of harassment will be given a high priority and will be investigated promptly. Any person who believes that he or she has been harassed in violation of this policy should proceed in the following manner.

       A. Complaints by Employees. Any employee who desires to report conduct may report the conduct to his or her direct supervisor, to the Director of Management Training, or to the Assistant State Personnel Director, Training. In the event the complaint is against any of these persons, the employee may report the conduct to the agency's Executive Director.

       B. Complaints by Customers, Instructors, Vendors, or Members of the Public. Complaints by customers, instructors, vendors, or members of the public may be reported in the following ways.

      1. Persons participating in training sessions held as a part of the ASCP, BSC, or CPM programs may report instances to the instructor or to the State Personnel Board coordinator who is assigned to the training. In addition, participants in the CPM program may report complaints directly to the CPM Coordinator. Participants in the Basic Supervisory Program may report complaints directly to the BSC Coordinator. Participants in either program may also report complaints to the Director of Management Training.

       2. Persons participating in general training sessions or agency sponsored training sessions held at the Training Center may report instances to the session instructor, the onsite coordinator or the Coordinator of General Training. In addition, participants may report instances to the Assistant State Personnel Director, Training. Where such courses are agency-sponsored and are conducted on-site at an agency, complaints may also be directed to the appropriate agency representative.

       3. Other persons covered by this policy may report instances to Assistant State Personnel Director, Training.

Informal Redress of Complaints

In addition to the complaint procedure set forth above, persons covered by this policy are encouraged, where feasible, to communicate directly with one another to assure the prompt discontinuation of behavior found to be offensive. The Office of Training respects and supports the right of each person to communicate directly with other employees to request that any offensive conduct be discontinued. However, informal redress is NOT required and a complaining party may file a complaint in any situation in which informal redress is not feasible or desirable.

Penalties for Violation

     By Employees. Violations of this policy, where committed by employees, shall be addressed in the manner provided by the State of Mississippi personnel provisions. Violators will be subject to discipline, up to and including employment termination.

     By Other Persons. Violations by persons who are not employees of the Office of Training shall be addressed in the best manner available to the Office of Training. Violators may be asked to leave specific training sessions, may be dismissed from the ASCP, BSC or CPM programs where such conduct occurs in a program-related activity, and may be barred from future participation in Office of Training programs. In addition, violation by attendees shall be reported to the attendees' employers. Instructors who violate this policy may be barred from teaching for the Office of Training. Any person violating this policy may be asked to leave the training site immediately and may be barred from re-entry to any premises controlled by the Office of Training.

State Personnel Board   State Personnel Board Training Center
301 North Lamar Street   116 Marketridge Drive,
Jackson, MS 39201   Ridgeland, MS 39157
Assist. SPB Director - Training (601) 359-2722   Director of Mgt. Training (601) 957-8722
BSC/HR/PDC Training Coordinator (601) 957-8724   CPM Training Coordinator (601) 957-1419
ASCP Training Coordinator (601) 957-0634

ITS INSTITUTE
COMPUTER TRAINING
INFORMATION

INTERESTED IN COMPUTER TRAINING?

The Mississippi Department of Information Technology Services (ITS) Education Services Division offers an ongoing educational program designed to enhance and improve the computer and communications skills of personnel within state government. The training program is commonly called ITS Institute.

Instructor-Led Training. Highly trained individuals who work in the industry or teach at state colleges and universities teach ITS Institute classes. Instructors possess years of practical experience, as well as academic credentials. The curriculum is structured so that a person with no experience can begin with an introductory course and, if appropriate, progress to highly advanced levels of information processing. Certificates are provided to students upon successful completion of courses.

On-Line Training. The ITS Institute has entered into an agreement with MindLeaders to provide self-paced training to Mississippi public entities. State agencies, county and local governments, public schools, and institutions of higher learning are eligible to participate in this agreement. MindLeaders offers over 600 courses available via intranet or the Internet. Training is available anywhere, anytime.

Customized Training. The ITS Institute has the resources to provide instruction in almost any information systems area needed by state government employees. In addition to the regularly scheduled courses, ITS will design a class to meet your specific training needs.

For more information, please contact:
SUSAN MCCLAIN
ITS INSTITUTE
301 N. Lamar Street, Suite 508
Jackson, MS 39201
Phone: (601) 359-6196
Fax: (601) 354-6016
E-Mail: smcclain@its.state.ms.us

SPB TRAINING CENTER
INFORMATION

The Professional Development Courses and Certification Programs are offered at the SPB Training Center, located at 116 Marketridge Drive, Ridgeland, MS. Contact the Office of Training for more information. A map of the facility is included here for your convenience.

**STATE PERSONNEL BOARD
TRAINING CENTER
116 Marketridge Drive
Ridgeland, MS 39157**